QUEENSLAND ACADEMY OF SPORT

ANNUAL REPORT

2025–26

Queensland Government

Acknowledgment of Country

The Queensland Academy of Sport acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and recognises their culture, history, diversity and deep connection to the Land, Seas and Waters of Queensland.

Interpreter services

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the Annual Report, you can contact us on (07) 3708 7800 and we can arrange an interpreter to effectively communicate the report to you.

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Letter of Compliance

21 September 2026

The Honourable Tim Mander MP

Minister for Sport and Racing and

Minister for the Olympic and Paralympic Games

PO Box 15478

CITY EAST QLD 4002

Dear Minister

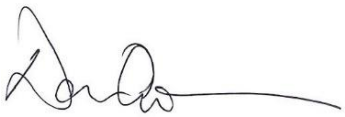
I am pleased to submit for presentation to the Parliament the Annual Report 2025–2026 and financial statements for the Queensland Academy of Sport.

I certify that this Annual Report complies with:

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

A checklist outlining the annual reporting requirements is provided at page 34 of this annual report.

Yours sincerely



Chair of Board

Queensland Academy of Sport

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Message from the Board Chair

I am pleased to present the Queensland Academy of Sport's (QAS) 2025–26 annual report, reflecting on a landmark year as an independent statutory body.

The commencement of the *Queensland Academy of Sport Act 2025* (Qld) marked a defining chapter in the evolution of the QAS, creating a strong platform to deliver on our vision of inspiring extraordinary sporting success. As chair of the inaugural board, I have had the privilege of witnessing the dedication, professionalism and commitment of our people as they navigated this significant transition while continuing to support athletes, their coaches and sporting organisations across Queensland.

From the outset, the board recognised the strength of the organisation and the opportunity that independence provides. Throughout the year, our focus has been on establishing strong governance foundations, supporting organisational maturity and positioning the QAS to deliver long-term outcomes for Queensland's high performance sport system.

The 10-month transition to a statutory body established the eight-member board, bringing together expertise across business, law, communications, regional Queensland and Olympic and Paralympic sport. Significant work has been undertaken to establish the structures, systems and oversight required of a contemporary statutory body. Pleasingly, the organisation has transitioned from establishment to implementation with confidence and purpose. The board has worked closely with the executive leadership team (ELT) to provide strategic oversight, strengthen organisational capability and capacity, and prepare the QAS for future growth.

As Queensland continues its journey towards the 2032 Olympic and Paralympic Games (2032 Games), the QAS has a critical role in delivering the lasting sporting legacy of hosting the event. Beyond preparing athletes to perform on the world's biggest stages, we are building a stronger high performance sport system, creating opportunities for emerging and elite talent, and developing the coaches, practitioners and environments that will drive sporting success for generations to come.

Our first year has been about building capability and capacity; the next phase is about converting that foundation into lasting outcomes as Queensland prepares for the Los Angeles 2028 Olympic and Paralympic Games (LA 2028) and the 2032 Games. With strong foundations now in place, the QAS is well positioned to support athletes, coaches and sporting organisations to achieve sustained success on the world stage.

On behalf of the board, I thank the Honourable Tim Mander MP, Minister for Sport and Racing and Minister for the Olympic and Paralympic Games, and the Queensland Government for their ongoing support.

I also extend my sincere thanks to Chief Executive Officer Troy Ayres, the ELT, our staff, athletes, coaches, partners and stakeholders. The progress achieved this year reflects their collective effort and shared commitment to inspiring extraordinary sporting success and ensuring Queensland is well positioned to maximise the opportunities presented by the 2032 Games and beyond.

I look forward to working alongside them as we continue to strengthen Queensland's high performance sport system and inspire extraordinary sporting success.

David Lyons
Chair
Queensland Academy of Sport

Message from the Chief Executive Officer

At the Queensland Academy of Sport (QAS), our purpose is clear: supporting Queensland athletes to achieve extraordinary success on the world stage. We do this by providing world-class performance support, identifying and developing future talent, and working in partnership with sports to strengthen the pathways, systems and environments that enable athletes to perform at their best.

The 2025–26 financial year was a defining period for the QAS. It was our first full year operating as an independent statutory body and an important step in shaping the high performance sport system Queensland needs for the decade ahead.

While significant work has been undertaken to establish the governance, systems and ways of working required of a statutory body, our focus has remained firmly on supporting athletes, coaches and sports as they prepare for the LA 2028, the 2032 Games and beyond.

Queensland athletes have continued to deliver outstanding results on the international stage. During the year, QAS-supported athletes secured 74 medals at major international events (e.g. world championships), which reflects the talent, commitment and resilience that define Queensland's high performance sport community.

Eighty-seven athletes from across our state were also selected for the Glasgow 2026 Commonwealth Games, including 60 QAS-supported athletes, providing another important opportunity to represent Australia and continue building towards future Olympic and Paralympic success.

To build on this, a key focus throughout the year was strengthening the pathways to support Queensland's success in the years ahead. Through the delivery of high-quality performance support, the continued expansion of the YouFor2032 Talent Search, growth of the QAS Para Unit and investment in coach development, the QAS is building a strong pipeline of athletes with potential to succeed on the world stage.

The growth of the QAS Para Unit was a particular highlight. The program welcomed 24 new athletes during the year and celebrated its largest cohort intake to date. Since its launch in 2025, the Para Unit has identified 64 athletes across 18 sports. Athletes from the program are already competing nationally and internationally, demonstrating the impact of this investment and the potential it holds for future Paralympic success.

YouFor2032, driven by RACQ, also delivered promising outcomes. Since 1 July 2025, 123 athletes have been accepted into the 12-month development phase of the Talent Search across nine sports, with 14 athletes successfully progressing into high performance programs. These results demonstrate the importance of identifying, developing and supporting talented athletes early, and reinforce Queensland's opportunity to build a sustained pipeline of Olympic and Paralympic talent.

Innovation, research and collaboration remained central to our work. During the year, the QAS strengthened partnerships with industry, universities and sporting organisations, including a new partnership with Catapult to enhance performance insights and capability. We also hosted the High Performance Research and Innovation Summit in partnership with the GSUN Summit, bringing together more than 150 attendees from Australia and overseas. The summit reinforced Queensland's growing reputation as a leader in high performance sport, research and innovation, and highlighted the importance of collaboration in solving complex performance challenges facing athletes and sports.

We also launched the QAS Female Performance Health Series, engaging more than 50 athletes with QAS experts to build practical strategies that support performance, health and recovery throughout their sporting careers. Initiatives such as this reflect our commitment to providing the best athlete-centred

support and ensuring that our programs respond to the needs of athletes at every stage of their development.

This progress reflects the implementation of the QAS Strategic Plan 2025–2029, which provides a clear roadmap for the years ahead. Its emphasis on athlete progression, performance systems and organisational growth sharpens our ambition to win more medals in more sports, while building the capability and culture required for long-term success. As we move closer to the 2032 Games, our responsibility is not only to help athletes perform in 2032, but to strengthen the high performance system that will support Queensland athletes for generations to come.

The 2032 Games is a powerful milestone for Queensland, but our focus extends well beyond a single event. The work underway now — across talent identification, Para sport, coach development, performance support, innovation and partnerships — is strengthening the foundations for sustained success before, during and beyond 2032, by creating the best possible environment for Queensland athletes, coaches and sports to thrive on the world stage.

I thank the Queensland Government for its continued investment in high performance sport and its commitment to creating opportunities for Queensland athletes. This support is critical to our ability to deliver for athletes and to contribute to Queensland's broader legacy as we move towards the 2032 Games. I also acknowledge the QAS board, led by chair David Lyons, for its guidance, stewardship and support during our first full year as a statutory body.

Finally, I extend my sincere thanks to our athletes, coaches, staff, partners and stakeholders. Their expertise, dedication and shared commitment have been instrumental in strengthening Queensland's high performance sport system and supporting success on the world stage. The achievements of the past year reflect their collective effort and give me great confidence in what lies ahead.

Together, we are strengthening the high performance system and shaping the conditions for Queensland athletes to achieve extraordinary success in Los Angeles, in Brisbane, and well beyond.

Troy Ayres
Chief executive officer
Queensland Academy of Sport

About us

First established in 1991, the Queensland Academy of Sport (QAS) transitioned to an independent statutory body under the *Queensland Academy of Sport Act 2025* on 1 July 2025, and functions as the state's high performance agency. The QAS is responsible for preparing Queensland's elite athletes, teams and coaches for world-class success at Olympic and Paralympic Games.

Vision

Our vision for 2032 is to inspire extraordinary sporting success.

Strategy and future focus

Looking ahead to the 2032 Games, the QAS has developed the 2032 High Performance Strategy to strengthen Queensland's contribution to Australia's sporting success.

The strategy was informed by extensive consultation with over 450 stakeholders across the high performance sport system and related sectors. Developed in 2020–21 and refined in early 2026, the QAS's High Performance Strategy has reshaped the Queensland Government's investment approach, introducing a more targeted, evidence-based model to ensure resources are directed to athletes and programs with the greatest potential for podium success.

This approach is designed to accelerate the identification and development of talented athletes and coaches, creating more medal-winning moments that inspire and foster pride across Queensland and the nation.

Strategic framework

Our vision is underpinned by five strategic pillars:

- Athlete journey
- Coaching and talent
- Performance support
- Performance programs
- Performance enablers

Together, these pillars provide an integrated framework that enables the QAS to deliver world-class support to athletes, coaches and sports.

Strategic risks, opportunities and operating environment

The QAS operates in a complex and competitive high performance sport environment. In the lead up to LA 2028 and the 2032 Games, the QAS is focused on strengthening Queensland's high performance system while managing the strategic risks and opportunities that may impact the delivery of its vision.

Key strategic risks include:

- a reduced quantity and quality of athletes entering the high performance system
- increasingly complex performance environments and barriers within the Paralympic pathway
- the potential that hosting the 2032 Games could distract from sustained success beyond a home Games

These risks may impact athlete progression, system capability, medal potential and the QAS's ability to achieve its strategic objectives.

The QAS will continue to respond to these risks through its strategic planning, investment approach, partnerships and governance arrangements. The QAS will also leverage key opportunities, including the 2032 Games, strong interest from sport, government and industry, its establishment as a statutory body and increased focus and investment in Paralympic sport.

These opportunities support system growth, improved efficiency, stronger athlete pathways and an expanded Paralympic athlete pipeline, positioning Queensland athletes, coaches and sports for success at LA 2028, the 2032 Games and beyond.

Queensland Government's objectives for the community

The QAS contributes to the Queensland Government's objectives for the community by supporting planning for Queensland's future through inspiring young Queenslanders, developing high performance sport pathways, and contributing to a positive legacy from the 2032 Games.

Our objectives and performance indicators

The QAS supports emerging and elite Queensland athletes to achieve success at the Olympic and Paralympic Games. It identifies and develops talented Queenslanders with the potential to progress through high performance pathways and become future elite athletes. In collaboration with institutes of sport, national sporting organisations and Queensland sporting organisations, the QAS contributes to a coordinated high performance system that maximises the success of Australian athletes at the Olympic and Paralympic Games.

Our strategic objectives, performance measures and strategies are as follows:

Strategic Objectives			
Target 2028 - Queensland athletes win more medals in more sports at the LA 2028 Olympic and Paralympic Games.	Athlete Progression - Queensland to have a strong pipeline of athletes in targeted Olympic and Paralympic sports to achieve the target.	Performance Systems - QAS facilitates the optimal environment for athletes, coaches and staff to thrive.	Brand and Growth - QAS builds a pre-eminent, trusted brand to unlock growth to further support athletes, coaches, staff and partners.
Key Performance Measures			
• Queensland contributes >28 Olympic Medals and >44 Medallists and >28 Paralympic Medals and >27 Medallists in LA 2028. • More than 12 Olympic sports and 8 Paralympic sports winning medals in LA 2028.	• QAS-supported sports exceed the NSO athlete categorisation promotion rate (>50%). • Year-on-year increase in QAS-supported Podium & Podium Ready athletes in age precedence for LA 2028. • Daily training completion rates of >80% are achieved by >80% of QAS-supported athletes.	• Engagement score of 75 points or greater in the QAS Culture annual survey. • Over 75% of QAS spend reaches front line service delivery. • Maintain compliance with all statutory requirements with no material findings through external audit.	• Enhance QAS brand awareness, engagement and sentiment across target audiences. • Attract and retain monetary and nonmonetary investment to enable growth and increased credibility for the LA cycle and building into 2032 and beyond.

Strategies			
• Develop and maintain impactful and collaborative partnerships that contribute to the QAS Vision, 2028 Target, and National High Performance 2032 Strategy. • Empower athletes to have ownership, leadership and influence their journey. • Develop and implement transformational Paralympic programs to deliver against the QAS Vision, 2028 Target, and support the Paralympics Australia Vision. • Ensure each QAS-supported sport has quality plans in place that are monitored and reviewed regularly. • Identify, monitor and reduce the risk of each sport's most significant health concerns. • Leverage data and analytics to inform decisions that create a competitive advantage.	• Ensure athletes and coaches engage and value performance support to optimise athlete performance. • Deliver the Gen 2032 coach program with system partners. • Design and deliver Talent Support Plans and pre-elite activity for future Olympic and Paralympic medallists. • Implement state searches to address talent gaps, creating sustainable talent ecosystems through strategic partnerships and alignment. • Implement effective processes for the transition points throughout the athlete journey.	• Build and sustain a high performing, inclusive workforce. • Elevate a fair and safe high performance environment for staff, coaches and athletes through robust sports integrity practices. • Ensure systems, processes and practices support a dynamic, collaborative workplace and innovative DPE. • Leverage and evolve QAS's governance structure to enable efficient and robust decision-making.	• Leverage traditional and new media communication channels to drive reach and engagement via insight-led storytelling. • Leverage paid, earned and owned marketing opportunities to deliver integrated and consistent brand value and growth. • Cultivate authentic relationships with aligned partners and supporters through compelling impact-driven investment propositions.

Service areas and service standards

Service area objective

Increase the representation and success of Queensland athletes at the national and international levels, including the Olympic and Paralympic Games, by fostering talent pathways, supporting high performance environments and leveraging partnerships to enhance athlete development.

The QAS delivers initiatives under the 2032 High Performance Strategy – Inspiring Extraordinary Sporting Success, directing Queensland Government investment to achieve exceptional outcomes for Queensland's Olympic and Paralympic athletes.

Service Standards	Notes	2025–26 Target/Estimate	2025–26 Actual
Effectiveness measures			
Percentage of Queensland athletes selected for national teams supported by the Queensland Academy of Sport	1	New measure	New measure

Service Standards	Notes	2025–26 Target/Estimate	2025–26 Actual
Co-contribution ratio of partnership investment to the Queensland Academy of Sport investment in grants research project	1	New measure	New measure
Efficiency Measure			
Administrative costs per $1000 spent on frontline service delivery (e.g. athletes, daily training environment)	1	New measure	New measure
1 The QAS was established as a statutory body on 1 July 2025 under the *Queensland Academy of Sport Act 2025* and is presented in the Acting Minister for Sport and Racing and Minister for Olympic and Paralympic Games 2026-27 *Service Delivery Statements.*			

Achievements

- The QAS transitioned to a statutory body on 1 July 2025, strengthening governance and operational agility to support Queensland's high performance system. A new board and executive leadership team were established, supported by three board committees to strengthen governance oversight, risk management and strategic direction.
- The transition to a statutory body delivered organisational benefits during the reporting period, with the QAS reviewing and refining its 2025–2029 High Performance Strategy and transitioning core human resources and financial management systems to operate independently of the Department of Sport, Racing and Olympic and Paralympic Games (DSROPG).
- The QAS's sport integrity function was strengthened through collaboration with Sport Integrity Australia, including the development of five policies aligned to the National Integrity Framework.
- Strategic partnerships continued to enhance capability across the high performance system by strengthening athlete pathways, supporting innovation and contributing to improved performance outcomes.
- Five QAS-supported athletes competed at the Milano Cortina 2026 Winter Olympic Games across bobsleigh and luge. The QAS-supported Para alpine skier Georgia Gunew was named joint flag bearer for the opening ceremony of the Milano Cortina 2026 Winter Paralympic Games.
- QAS-supported athletes achieved 74 medals at major international events during the year.
- The QAS Para Unit continued to expand opportunities for Para athletes and coaches. Coaching capability was further strengthened through year two of the Gen2032 Project Para Coach Development Program, while athlete participation expanded across national and international competitions.
- Following the launch of the YouFor2032 Talent Search app in partnership with RACQ, the program continued to identify emerging talent across Queensland, complemented by face-to-face testing delivered in regional locations. The initiative expanded access to athlete identification and strengthened the pathway to elite sport.
- The QAS strengthened its focus on athlete wellbeing and performance through delivery of its inaugural Female Performance Health Series, engaging more than 50 athletes in targeted education and practical strategies.

- The Dream Twice Athlete Employment Program continued to support athletes through flexible, paid employment opportunities aligned to training and competition commitments. Through partnerships across government, private and education sectors, the program supported athletes to balance their sporting and professional aspirations.
- The QAS progressed its commitment to inclusion and cultural capability through delivery of the Our Connection to Country Action Plan, led by a dedicated advisor and supported by a partnership with the Australian Sports Commission.

Summary of financial performance

This summary provides an overview of the QAS's financial performance for 2025–26. Further information is provided in the financial statements included in this annual report.

Statement of assurance

In accordance with the *Financial Accountability Act 2009* (FAA), the QAS maintains internal controls and assurance processes to support the effective, efficient and economical management of public resources.

During 2025–26, the QAS completed the DSROPG's internal control self-assessment as part of the department's assurance framework. No internal control deficiencies were identified based on the evidence reviewed.

The DSROPG's chief finance officer subsequently provided a statement of assurance to the QAS chief executive officer confirming the effectiveness of the QAS's internal financial controls and compliance with relevant statutory obligations for the period 1 July 2025 to 30 April 2026. The QAS Governance team provided assurance for the period 1 May to 30 June 2026.

Operating result

The QAS reported an operating surplus of $13,000 for the 2025–26 financial year.

The Queensland Government, through the DSROPG, remained the QAS's primary funding source in 2025–26, providing $37.668 million, or 93.0 per cent of total funding.

Total funding for 2025–26 was $40.517 million, comprising grants and contributions, user charges and fees, and other income.

- $37.668 million (92.9%) from State Government grants
- $0.954 million (2.4%) from Commonwealth Government grants
- $0.379 million (0.9%) from sponsorships
- $1.494 million (3.7%) from user charges and fees, primarily the sale of services
- $0.023 million (0.1%) from other revenue

Expenses

For the 2025–26 financial year, the QAS reported expenditure of $40.504 million, comprising:

- $20.529 million (50.7%) in employee expenses, including salaries and wages, superannuation, leave levies, payroll tax and other employee-related costs
- $13.324 million (32.9%) in supplies and services, including contractors and labour hire, athlete and sport program delivery costs, shared service provider arrangements, information technology, travel and property-related expenses
- $3.800 million (9.4%) in grants and subsidies, primarily grants provided to National Sporting Organisations and athletes in support of high performance sport initiatives

- $2.439 million (6.0%) in depreciation, amortisation and finance costs, reflecting the consumption of plant and equipment and right-of-use assets
- $0.411 million (1.0%) in other expenses, including insurance, audit fees and bad debt provisions

Assets

At 30 June 2026, the QAS held total assets of $8.702 million, comprising:

- $6.599 million (75.8%) in cash and cash equivalents
- $0.903 million (10.4%) in property, plant and equipment
- $0.723 million (8.3%) in receivables
- $0.296 million (3.4%) in other assets
- $0.181 million (2.1%) in right-of-use assets

Liabilities

At 30 June 2026, the QAS held total liabilities of $6.705 million, comprising:

- $3.706 million (55.3%) in other liabilities
- $2.106 million (31.4%) in payables
- $0.833 million (12.4%) in accrued employee benefits
- $0.029 million (0.4%) in current lease liabilities
- $0.032 million (0.5%) in non-current lease liabilities

Capital expenditure

The QAS made capital purchases of $0.275 million during 2025–26. Against an approved capital budget of $0.075 million, the QAS supplemented its capital program through the conversion of $0.151 million from operating funding to capital expenditure and used $0.079 million of funding deferred from 2024–25.

Capital spending focused on enhancing the QAS's high performance capability through investment in specialised sporting equipment and training assets. These investments support the delivery of world-class training environments that optimise athlete performance and development.

Outlook for 2026–27

Operating budget

In 2026–27, the QAS will continue to focus on delivering high performance sport programs and services that support Queensland athletes and coaches on the pathway to LA 2028 and the 2032 Games.

The 2026–27 operating budget totals $43.8 million, supported by committed revenue of $42.8 million, including $41.8 million in Queensland Government funding, $0.7 million in Commonwealth Government funding, $1.0 million in own-source revenue and $0.2 million in sponsorships.

The budget reflects the QAS's ongoing commitment to athlete performance, talent development, coach capability, athlete wellbeing and Para sport initiatives.

Consistent with the QAS's efficiency objective, more than 75 per cent of expenditure will be directed to frontline service delivery, including performance support services, high performance sport programs, coaching and talent development initiatives, and the maintenance of safe and fit-for-purpose training environments. This investment will ensure Queensland athletes continue to benefit from integrated, world-class support services and targeted performance pathway programs.

During the year, the QAS will also progress the final phase of statutory body transition activities, including digital transformation initiatives, system optimisation and learning management projects. These activities will strengthen organisational capability, enhance operational efficiency and support the long-term sustainability of Queensland's high performance sport system.

Overall, the 2026–27 budget positions the QAS to continue delivering high-quality athlete and coach services while building the capability and infrastructure required to maximise Queensland's success at future national and international competitions.

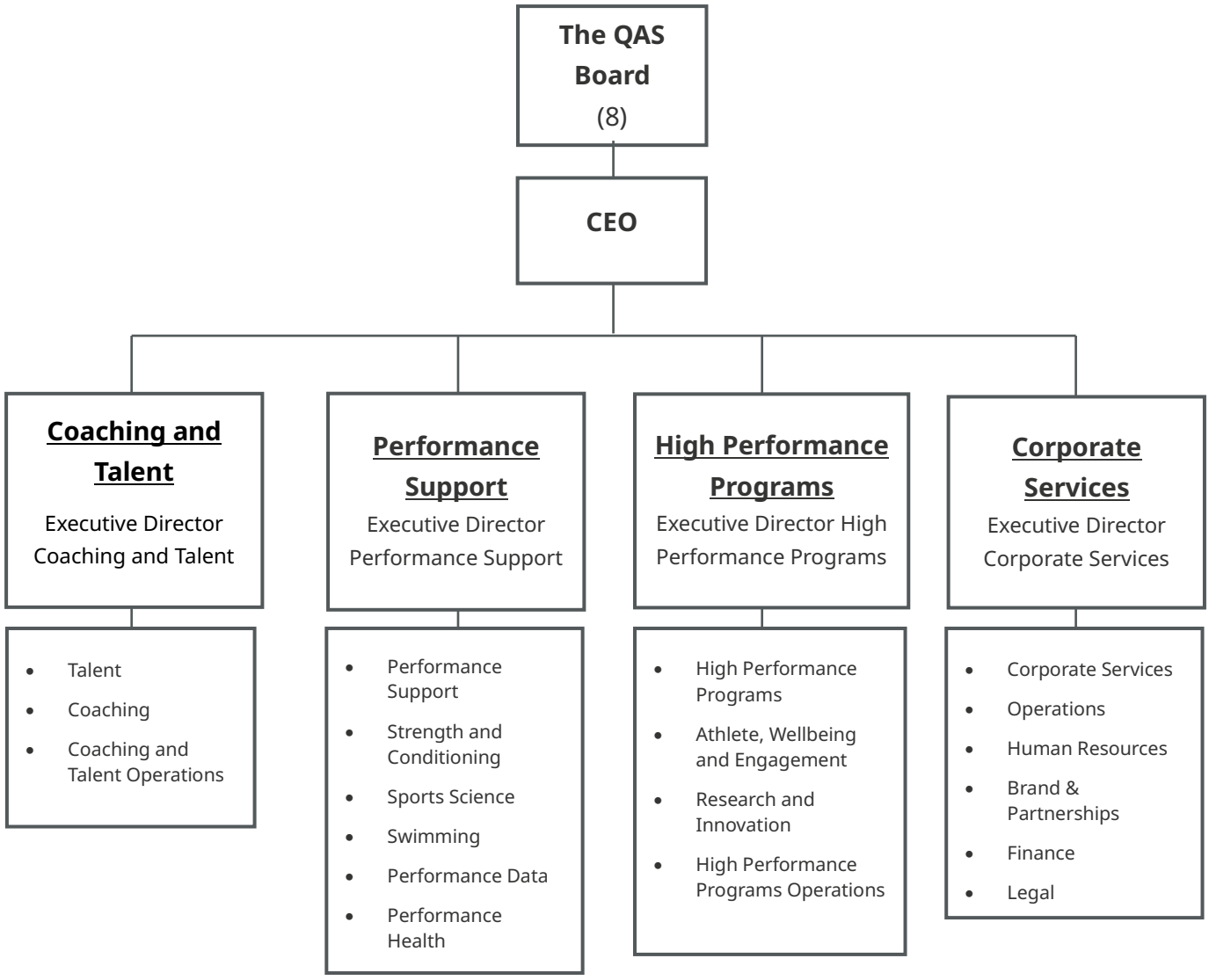
Capital expenditure

The QAS has budgeted capital expenditure of $0.075 million in 2026–27 to support targeted investment in performance support equipment and Para sport capability enhancements.

The capital program will assist the QAS to maintain contemporary high performance sporting environments and specialised equipment required to support athlete development and performance outcomes. These investments will contribute to Queensland's high performance sport pathway and support preparations for LA 2028.

Organisational structure

Below is the QAS's organisational structure as at 30 June 2026.



Executive management

Troy Ayres

Chief Executive Officer

Troy is the chief executive officer (CEO) of the QAS, leading the organisation's vision of inspiring extraordinary sporting success and positioning Queensland athletes, coaches and teams for success on the world stage. He brings more than 20 years of experience in high performance sport, program leadership and stakeholder engagement. Troy began his career as a qualified high performance tennis coach before joining Tennis Australia, where he held multiple roles including national development coach, national selector, team manager of the Australian Fed Cup Team and leader of national talent identification programs.

He has spent more than 13 years with the QAS, previously serving as high performance director and executive director talent and coaching.

Troy is recognised for his collaborative and pragmatic leadership approach, with a strong focus on aligning people, performance and partnerships to deliver sustainable sporting success and maximise Queensland's opportunities on the road to the 2032 Games.

Dave Crosbee

Executive Director High Performance Programs

Dave is the executive director high performance programs at the QAS. He leads the delivery of high performance programs that support Queensland athletes and their coaches across key performance pathways. Dave brings extensive experience in high performance sport, having held leadership roles across Australia and internationally. Prior to joining the QAS, he was the high performance director at the Victorian Institute of Sport and worked with British and Scottish Curling, the Scottish Institute of Sport, and Great Britain Canoe Slalom in performance leadership and national coaching roles.

Annabel Kehoe

Executive Director Corporate Services

Annabel is the executive director corporate services at the QAS, leading the organisation's corporate services function and supporting strong governance and business operations. She brings more than 15 years of senior leadership experience, having held CEO and director roles across the sport industry in Australia, the United Kingdom and Canada.

She has held leadership roles with Swim England, Women in Sport, Rowing Canada Aviron and British Columbia Rugby Union. Her expertise spans corporate governance, strategic planning, financial management, operations and sport development. In 2021, she was awarded a World Rugby Women's Executive Leadership Scholarship in recognition of her contribution to sport administration and leadership.

David Noble

Executive Director Coaching and Talent

David is the executive director coaching and talent at the QAS, leading talent identification and coaching capability initiatives that support the development of future high performance athletes and coaches across Queensland. He brings more than 25 years of experience in elite sport, leadership and talent development, having held senior coaching and executive roles across the AFL industry before more recently serving as CEO of the Shell V-Power Racing Team. His expertise spans athlete and coach development, talent pathways and the leadership of high performance teams.

Mark Young

Executive Director Performance Support

Mark is the executive director performance support at the QAS, leading a multidisciplinary team of experts in health, strength and conditioning, data and sport science who support athletes and their coaches. He brings more than 20 years' experience working across Olympic and professional sport.

Mark has previously led performance support teams at Geelong Football Club, England and Wales Cricket, and British Athletics. A sports and exercise physiotherapist by background, he also holds accreditation as an ESSA High Performance Manager and completed an Executive MBA through Melbourne Business School.

Government bodies (statutory bodies and other entities)

The QAS Board

The role of the QAS Board is to ensure the effective governance and strategic oversight of the QAS in accordance with its functions set out in the *Queensland Academy of Sport Act 2025*.

The board operates in accordance with its charter and terms of reference.

The board is responsible for:

- setting the strategic direction
- overseeing management performance
- ensuring compliance with relevant legislation
- ensuring the QAS creates a safe, fair and healthy sporting environment that is consistent with all relevant integrity standards
- ensuring the QAS performs its functions in a proper, effective and efficient way
- representing the QAS's interests to government, stakeholders and the broader community.

Board members

David Lyons (Chair)

David has over 25 years' experience in law specialising in corporate matters. With a keen interest in trade and investment, he has acted for clients in international markets and has also acted as a strategic advisor. He works in the legal, international trade and investment communities, and previous roles have included director of RZ Resources Limited, director of Major Festivals Brisbane, deputy chair of Diving Australia, director of Brisbane Powerhouse for 10 years, and member of an advisory board with the Queensland Institute of Medical Research for projects in Asia. David is also a former elite athlete, having represented Australia in diving.

Alex Baumann

A dual Olympic gold medallist representing Canada, Alex has a long history in Australian high performance sport as a former chief executive of Swimming Australia and Queensland Swimming. Alex was also the chief executive of High Performance Sport New Zealand and is credited with helping New Zealand achieve an outstanding Olympic team performance at Rio 2016, winning 18 medals. He also knows the QAS well, having worked as manager of sport programs from 1996–1998 before taking on a leadership role as QAS executive director from 2002–2006. At the Los Angeles 1984 Olympics, he won gold medals in the 200 and 400-metre individual medleys.

Cate Campbell OAM OLY

Cate is a Malawian-born Australian former competitive swimmer. She is the former world record holder in the short course 100m freestyle. Cate has eight Olympic medals, four of which are gold, across four Olympics. She was Australia's joint flagbearer at the Tokyo 2020 Olympics and is regarded as one of Australia's greatest swimmers and one of the best relay swimmers of all time, holding four of the fastest 100m freestyle splits in history at the time of her retirement. Cate studied a Bachelor of Mass Communication/Media Studies at the Queensland University of Technology and is using her education and career to be a brand ambassador for Australian companies close to her passions.

Benjamin (Ben) Ikin

Ben is a former professional rugby league footballer and was the chief executive officer of the Queensland Rugby League from May 2023 to July 2026. He previously worked in football operations roles for the Brisbane Broncos from June 2021 until May 2023 and had been the host of the talk show *NRL 360* on Fox League as well as a commentator for the Nine Network and Fox Sports. As an Australian international and Queensland State of Origin representative, Ben played club football for the Gold Coast Seagulls, the North Sydney Bears and the Brisbane Broncos, with whom he won the 2000 premiership, before injury forced him into early retirement in 2004. He now serves as chief executive officer of Queensland proptech firm SearchX.

Mark James

Mark is a co-founder of Customology and is dedicated to helping businesses create lasting relationships with their customers. He works to empower companies to deliver exceptional customer experiences that foster loyalty and retention. Mark has served as the chief executive officer of GJI Group, a company he founded in 1997, where he has been leading strategic initiatives and overseeing operations for nearly three decades. Mark's skills are aligned to marketing communications, new business development and creative direction, as well as leveraging results to drive innovation and excellence for his stakeholders.

Annette Maidment

An astute businesswoman, Annette is also an experienced sports administrator and was president and chair of the Townsville Hockey Association from 2017 to 2021. During her tenure, she stabilised the

association's financial position and worked with government and partners to rebuild all of the association's facilities after the devastating floods of 2019. She is passionate about junior engagement, pathways from grassroots to elite participation and understands the additional barriers faced by regional athletes and sporting organisations. She is currently chief financial officer of the Maidment Group.

Susan Rix AM

Susan is a tax and advisory consultant with BDO in Brisbane. She specialises in corporate governance, family councils, succession planning, taxation structures and restructuring. Susan has extensive experience in taxation, general business and management services, provision of budgets, cash flow projections and providing advice to improve business efficiency and profits. She has also assisted several businesses to establish accounting systems that provide information for decision-making. Since October 2023, Susan has been deputy chancellor of the Queensland University of Technology.

Ella Sabljak PLY

A primary school teacher by profession, Ella is a current member of the Australian Steelers wheelchair rugby team. Prior to taking up the sport in 2022, she was known for her exceptional skills on the basketball court, with highlights including qualifying for the Tokyo 2020 Paralympic Games and captaining Australia's U25s team to a world championship silver medal. Following the 2022 Commonwealth Games, she made the transition to rugby. She is classified as a 2.5 player and won her first world championship gold medal at the 2022 IWRF World Championship in Denmark, where Australia defeated the United States. More recently, she competed at the Paris 2024 Paralympic Games as part of the Steelers team, where they won a bronze medal. Ella is also an advocate for her sport, having been appointed by the Asia Oceania Zone as its representative on the IWBF's Athlete Steering Committee, whose task is to establish an athletes' commission.

The QAS Board	
Act or instrument	*Queensland Academy of Sport Act 2025* (Qld)
Functions	The role of the board is to ensure the effective governance and strategic oversight of the QAS in accordance with its functions set out in the QAS Act.

Achievements	• Extensive onboarding and induction process for board members to understand the current state of the QAS.
	• The board has established three committees to support its work as follows:
	  ○ Finance, Risk and Audit Committee (FRAC)
	  ○ Performance and Pathways Committee (PPC)
	  ○ Strategic Futures and Innovation Committee (SFIC)
	• Development of a board charter and committees' terms of reference.
	• Review and update of the 2032 High Performance Strategy.
	• Approval of the 2025-26 and 2026-27 operating budgets, and the 2025-26 financial statements.
	• Establishment of the QAS's governance structure as a statutory body including approval of assurance, compliance and risk frameworks, and various other policy documentation.
	• Establishment of the QAS's Risk Appetite Statement.
	• General oversight of the organisation's financial and operational performance, monitoring and supporting the performance of the Chief Executive Officer, and providing strategic guidance, through regular reporting provided by management.

Financial reporting	Transactions of the entity are accounted for in the financial statements.

Remuneration

Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved subcommittee fees if applicable	Actual fees received
Board Chair	David Lyons	8	$50,000 pa	$6,000 pa	$53,000 (as Chair for 12 months and Member of 3 subcommittees for 6 months)
Board Member	Alex Baumann	8	$30,000 pa	$2,500 pa	$31,250 (as Board Member for 12 months and Chair of 1 committee for 6 months)
Board Member	Cate Campbell	8	$30,000 pa	$2,000 pa	$31,000 (as Board Member for 12 months and Member of 1 committee for 6 months)
Board Member	Ben Ikin	8	$30,000 pa	$2,000 pa	$31,000 (as Board Member for 12 months and Member of 1 committee for 6 months)
Board Member	Mark James	8	$30,000 pa	$2,500 pa	$31,250 (as Board Member for 12 months and Chair of 1 committee for 6 months)
Board Member	Annette Maidment	8	$30,000 pa	$4,000 pa	$32,000 (as Board Member for 12 months

					and Member of 2 committees for 6 months)
Board Member	Susan Rix	8	$30,000 pa	$4,500 pa	$32,250 (as Board Member for 12 months, and Chair of 1 committee and Member of 1 committee for 6 months)
Board Member	Ella Sabljak	6	$30,000 pa	$2,000 pa	$31,000 (as Board Member for 12 months and Member of 1 committee for 6 months)
No. scheduled meetings/sessions	8				
Total out of pocket expenses	$6,687				

Public sector ethics

The QAS is committed to fostering a culture of integrity, accountability and ethical behaviour across all areas of the organisation. This is supported through a range of systems, processes and training that ensure employees understand and uphold Queensland Government standards and expectations.

Staff are supported to meet their ethical obligations through mandatory training, including the Code of Conduct and Ethical Decision Making training delivered via the Learning Management System, and the Code of Conduct module within the Athlete Management System. Ethical practices are further embedded through recruitment and selection processes and human resources inductions.

Ethical capability was further strengthened through the inclusion of ethical decision-making content within the High Performance Managers training program, delivered between August and November 2025. This initiative supported leaders to apply ethical frameworks in complex, high performance environments.

Since transitioning to a statutory body, a suite of integrity and ethics frameworks, policies, guidelines and plans have been approved by the QAS board and the CEO. They have been published on the QAS internal platforms and website, making them accessible and supporting awareness and the consistent application of expected standards.

Staff complaints, grievances, hazards and incident reports are received through an online secure platform and referred directly to Human Resources Services in accordance with the QAS Complaint Management Policy.

Human Resources Services provides support in relation to:

- complaints management
- corrupt conduct assessment
- conflicts of interest
- integrity advice
- contact with lobbyists
- gifts and benefits reporting
- public interest disclosures
- fraud and corruption prevention.

During the reporting period, no customer complaints were received as defined by the *Public Sector Act 2022* (Qld).

Human rights

The QAS is committed to respecting, protecting and promoting human rights in accordance with the *Human Rights Act 2019* (Qld) (HR Act). We recognise our obligation to act and make decisions in a way that is compatible with human rights and to consider human rights when making decisions.

During the 2025–26 financial year, the QAS continued to embed a human rights culture across its operations, building on practices established while operating within the DSROPG and further strengthening these in our own right.

Consistent with section 97 of the HR Act, the following actions were undertaken to further the objects of the HR Act:

- Established an internal governance arrangement to support compliance with the HR Act, including assigning responsibility for human rights oversight.
- Reviewed and updated legacy policies, procedures and practices to reflect the QAS's independent obligations, ensuring alignment with the HR Act in the agency's new governance context.
- Implemented human rights awareness and decision-making education for staff through induction material, with a focus on the obligation to act compatibly with human rights in day-to-day activities.
- Embedded human rights assessment processes into policy development, operational decision-making and service delivery.
- Developed guidance material and tools to assist staff in identifying and assessing potential human rights impacts.
- Continued to provide services in a manner that is respectful of dignity, cultural considerations and accessibility.
- Engaged with stakeholders to ensure service delivery reflects the needs and rights of affected individuals and communities.

During the 2025–26 financial year, the QAS received no human rights complaints.

In accordance with section 97 of the HR Act, the QAS undertook the following reviews to assess compatibility with human rights:

- Ensured consistency with human rights principles through the development of 39 specific QAS policies, procedures and guidelines.
- Updated key documents to explicitly reference human rights considerations and decision-making obligations.
- Assessed all athlete-facing programs to identify potential human rights impacts and opportunities for improvement.
- Implemented changes to enhance fairness, accessibility and transparency where required.
- Ensured any limitations on human rights were reasonable and demonstrably justified in accordance with the HR Act.

Queensland public service values

At the QAS, the Queensland public service values guide our culture, decision-making and the way we work to support athletes, coaches, staff and stakeholders. During the reporting period, we continued to embed the values of customer first, ideas into action, unleash potential, be courageous and empower people across our operations.

QAS values

At the QAS, the Queensland public service values are reflected through our own values, which shape our culture, decisions and the way we support athletes, coaches, staff and stakeholders. The following values guide how we work, collaborate and deliver on our purpose:

- **Start with the athlete.** We put the athlete at the heart of everything we do.

- **Our people. Our superpower.** We strive to make a meaningful difference.
- **Freedom to fly. Embrace the responsibility.** We back and trust our people to get the job done.
- **Be curious. Be courageous.** We seek and accept the challenge in pursuing high performance.
- **United by excellence.** We go further and higher together.

Risk management

The QAS applies an enterprise-wide approach to risk management through its Enterprise Risk Management Framework (Framework). The Framework aligns with AS/NZS ISO 31000:2018 and Queensland Treasury's Risk Management Guidelines, supporting compliance with the FAA and the *Financial and Performance Management Standard 2019* (Qld).

Following its transition to a statutory body, the QAS updated the Framework, including the policy, procedure and Risk Appetite Statement, to ensure it reflects best practice and remains fit for purpose. Significant strategic, operational and financial risks are identified through risk registers and structured risk assessment processes and managed through control measures and treatment actions.

Risk information is regularly monitored and reported to the QAS Executive Leadership Team, the Finance, Risk and Audit Committee, and the board.

Board committees

Finance, Risk and Audit Committee

The Finance, Risk and Audit Committee (FRAC) is a subcommittee of the QAS board. Members are appointed by the QAS board, with membership comprising at least three board members and the chair of the FRAC appointed by the board. The Board Chair, Chief Executive Officer (CEO) and Executive Director Corporate Services are ex officio non-voting members of the FRAC, and the QAS Head of Finance is a standing invitee to meetings.

The FRAC meets approximately every two months and, during 2025–26, held three ordinary meetings and one extraordinary meeting (the committee was established in January 2026).

The FRAC has due regard to its terms of reference and Queensland Treasury's *Audit Committee Guidelines* in the conduct of its business. The Queensland Audit Office (QAO) has provided an unqualified audit opinion on the QAS's 2025–26 financial statements.

Finance, Risk and Audit Committee	
Act or instrument	*Queensland Academy of Sport Act 2025* (Qld)
Functions	The role of the FRAC is to provide assurance and assistance to the board on: • budget allocations • financial and performance reporting processes • risk, control, governance and compliance frameworks • external accountability responsibilities as prescribed in the *Queensland Academy of Sport Act 2025* and other relevant legislation.
Achievements	• Monitored the 2025-26 budget and endorsed the 2026-27 budget. • Endorsed the 2025-26 financial statements. • Endorsed establishment of the internal audit and monitored the external audit plan. • Endorsed the new risk appetite statement.

	• Endorsed various governance, risk management, assurance, compliance, and digital governance/risk documents and frameworks. • Monitored workplace health and safety.				
Financial reporting	A quarterly financial report is provided to the committee and board to enable members to fulfil their responsibility to approve annual budget and financial plans and monitor financial performance including approval of annual financial reports.				
Remuneration					
Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee*	Approved subcommittee fees if applicable*	Actual fees received *
Committee Chair	Susan Rix	4	$2,500 pa	NA	$1,250
Member	Ben Ikin	4	$2,000 pa	NA	$1,000
Member	Annette Maidment	4	$2,000 pa	NA	$1,000
Ex officio (non-voting) Member (Board Chair)	David Lyons	3	$2,000 pa	NA	$1,000
Ex officio (non-voting) Member (CEO)	Troy Ayres	4	NA	NA	NA
Ex officio (non-voting) Member (Executive Director Corporate Services)	Annabel Kehoe	4	NA	NA	NA
No. scheduled meetings/sessions	4				
Total out of pocket expenses	Nil*				

* Note these fees are also included in the board reporting table on pages 22–23.

Performance and Pathways Committee

The Performance and Pathways Committee (PPC) is a subcommittee of the QAS board. Members are appointed by the board, with membership comprising at least three board members and the Chair of the PPC appointed by the board. The Board Chair, Chief Executive Officer (CEO), Executive Director High Performance Programs, Executive Director Performance Support, and Executive Director Coaching and Talent are ex officio non-voting members of the PPC.

The PPC meets approximately every two months and, during 2025–26, met three times (the committee was established in February 2026).

The PPC operates in accordance with its terms of reference.

Performance and Pathways Committee					
Act or instrument	*Queensland Academy of Sport Act 2025* (Qld)				
Functions	The role of the PPC is to support the QAS (in partnership with sports) in preparing Queensland elite athletes, coaches, and teams for world-class success, by providing strategic oversight, guidance and recommendations to the board on: • the QAS's positioning within the national high performance sport environment • matters relating to athlete development pathways and practices that maximises athlete progression and performance • strategic investment for future cycles which enhance the QAS's capacity and capability to deliver sustained success • the QAS's structures, relationships and programs, to ensure they remain responsive and aligned with evolving national priorities.				
Achievements	• Monitored performance of QAS-supported athletes through benchmark event results and future medal prediction analysis. • Reviewed results of the daily performance environment annual survey and monitored identified actions. • Endorsed the establishment of the QAS Regional Pre-Elite Pilot Program. • Endorsed a mid-cycle review of sports investments to be completed in 2026-27.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee*	Approved subcommittee fees if applicable*	Actual fees received*
Committee Chair	Alex Baumann	3	$2,500 pa	NA	$1,250
Member	Cate Campbell	3	$2,000 pa	NA	$1,000
Member	Ella Sabljak	2	$2,000 pa	NA	$1,000
Ex-officio (non-voting) Member (Board Chair)	David Lyons	2	$2,000 pa	NA	$1,000
Ex-officio (non-voting) Member (CEO)	Troy Ayres	3	NA	NA	NA
Ex-officio (non-voting) Member (Executive Director High Performance Programs)	Dave Crosbee	3	NA	NA	NA
Ex-officio (non-voting) Member (Executive Director Performance Support)	Mark Young	3	NA	NA	NA
Ex-officio (non-voting) Member (Executive	David Noble	3	NA	NA	NA

Director Coaching & Talent)					
No. scheduled meetings/sessions	3				
Total out of pocket expenses	Nil*				

* Note these fees are also included in the Board reporting table on pages 22–23.

Strategic Futures and Innovation Committee

The Strategic Futures and Innovation Committee (SFIC) is a subcommittee of the QAS board. Members are appointed by the board, with membership comprising at least three board members and the Chair of the SFIC appointed by the board. The Board Chair and Chief Executive Officer (CEO) are ex officio non-voting members of the SFIC. Key management personnel may attend by invitation of the committee.

The SFIC meets approximately every four months and, during 2025–26, met once (the committee was established in March 2026). The SFIC operates in accordance with its Terms of Reference.

Strategic Futures and Innovation Committee					
Act or instrument	*Queensland Academy of Sport Act 2025* (Qld)				
Functions	The role of the SFIC is to provide strategic foresight and identify emerging opportunities to ensure that the QAS remains adaptive, visionary, and at the forefront of global high performance sport trends and ultimately performance. The committee will provide guidance and recommendations to the board on: • future-focused partnerships and initiatives that unlock commercial, philanthropic, and strategic potential. • emerging trends and opportunities to inform strategic decision-making and enhance the QAS's capacity to respond to evolving environments. • insights into potential new markets, technologies, or operating models.				
Achievements	• Held a 'think tank' session to obtain feedback from key stakeholders including athletes, coaches and staff. • Monitored strategic international engagements. • Directed management to develop a content and asset strategy to support strategic objectives.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee*	Approved subcommittee fees if applicable*	Actual fees received*
Committee Chair	Mark James	1	$2,500 pa	NA	$1,250
Member	Annette Maidment	1	$2,000 pa	NA	$1,000
Member	Susan Rix	0	$2,000 pa	NA	$1,000
Ex officio (non-voting) Member (Board Chair)	David Lyons	1	$2,000 pa	NA	$1,000

Ex officio (non-voting) Member (CEO)	Troy Ayres	1	NA	NA	NA
No. scheduled meetings/sessions	1				
Total out of pocket expenses	Nil*				

* Note these fees are also included in the Board reporting table on pages 22-23.

Internal audit

Following the QAS's establishment as an independent statutory body on 1 July 2025, the QAS commenced establishing its governance arrangements, systems and assurance functions. These arrangements are guided by the QAS's Assurance Guidelines, which provide a structured, risk-based approach for evaluating and strengthening the systems, processes and controls that support delivery of the QAS's objectives.

A dedicated internal audit function was not established during the reporting period due to transitional governance and system separation arrangements, including the QAS's continued reliance on the DSROPG financial and human resources systems until 1 May 2026.

During this period, internal audit and assurance coverage was supported through the DSROPG's existing arrangements, including participation in departmental assurance activities from 1 July 2025 to 30 April 2026.

Reviews finalised or reported during 2025–26 included:

- two reviews conducted under the DSROPG's internal audit program, with fieldwork undertaken in 2024–25 and final reports issued during 2025–26, addressing the QAS's transition governance and child safeguarding
- the Safeguarding Sport Continuous Improvement Program review, undertaken by Sport Integrity Australia and commissioned by the QAS

An outsourced internal audit function has been established for the 2026–27 financial year to provide ongoing independent assurance over internal controls and operational processes.

External scrutiny

During the reporting period, the QAS, as part of DSROPG, was included within the scope of the Queensland Audit Office's *State Entities 2025 (Report 11: 2025–26)*, which reports on the financial performance, audit outcomes and internal control environment of Queensland Government entities.

Information systems and recordkeeping

The QAS recognises information as a critical organisational asset and maintains systems and practices to ensure the effective management, security and accessibility of information across its operations. This has been supported during the reporting period through ongoing system transition activities to enhance the QAS's digital environment and information management capability, including the continued implementation and optimisation of enterprise platforms.

The QAS manages information in accordance with the *Public Records Act 2023* (Qld) and relevant Queensland Government information standards, supported by internal policies relating to information security, privacy and cyber security. In addition, personal information is managed in accordance with the *Information Privacy Act 2009* (Qld), in particular the Queensland Privacy Principles (QPPs).

During 2025–26, the QAS continued to receive ICT services through Information Technology Partners (ITP) within the Department of Primary Industries. This arrangement provided continuity of core technology services and supported information security and operations during the QAS's transition to a statutory body.

Records management continues to be supported through ITP, which provides records management services including an approved records management solution and retention, disposal and archival services. Recordkeeping continues to be supported through established Queensland Government arrangements, with the QAS progressing work to strengthen governance and practices in line with its obligations under the *Public Records Act 2023* (Qld).

Information security is constantly monitored through internal systems, controls and practices that support the management of the QAS's information assets. Following the QAS's transition to a statutory body, the QAS progressed work to define its future direction for digital services, data enablement and technology support. This work recognises the important role that secure, reliable and fit-for-purpose technology plays in supporting athletes, coaches, performance teams and corporate operations.

The QAS also commenced work to strengthen internal digital governance, service coordination and stakeholder engagement. This includes clarifying how technology demand is managed, how ICT and digital priorities are assessed, and how future service arrangements can better support the QAS's operating environment, including competition cycles, specialist performance systems and secure access to data. The QAS will continue to invest in its information systems and recordkeeping capability to support effective service delivery, evidence-based decision-making and compliance with statutory obligations.

Strategic workforce planning and performance

Workforce profile

The QAS employs a diverse and highly skilled workforce dedicated to supporting athletes, teams and stakeholders to achieve high performance outcomes and deliver on the Queensland Government's strategic priorities. The QAS is committed to fostering an inclusive and high performance culture where diversity is valued, capability development is supported and the health, safety and wellbeing of employees is prioritised.

The following provides a snapshot of the QAS workforce profile as at 30 June 2026, based on Minimum Obligatory Human Resource Information (MOHRI).

Workforce profile – MOHRI report

Total Staffing	**FTE**	**Number (headcount)**
Total FTE	122.3	132
Occupation type	**% (calculated on FTE)**	
Frontline and frontline support	88.64%	
Corporate	11.36%	
Employment type	**% (calculated on FTE)**	
Permanent	28.86%	
Temporary	15.82%	
Casual	0.54%	
Contract	54.78%	

#Minimum Obligatory Human Resources Information (MOHRI) FTE data for fortnight ending 26 June 2026.

Target group data – MOHRI report

Gender*	Number^ (headcount)	Percentage of total workforce (calculated on headcount)
Woman	76	57.6%
Man	56	42.4%
Non-binary	0	0.00%
Another term*	0	0.00%
Not disclosed*	0	0.00%

* Where data is available. ^ To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers must be replaced by <5.

Diversity groups*	Number^ (headcount)	Percentage of total workforce (calculated on headcount)
Women	76	57.58%
Aboriginal and Torres Strait Islander Peoples	<5	<1%
People with disability	0	0.00%
Culturally and Linguistically Diverse – Born overseas	6	4.55%
Diverse – Speak a language other than English at home*	<5	<1%

*This includes Aboriginal and Torres Strait Islander languages or South Sea Islander languages spoken at home.
^To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers must be replaced by <5.

Women in leadership roles*	Number (headcount)	Women as percentage of total leadership cohort (calculated on headcount)
Senior officers (Classified, s122 and s155 combined)	6	85.71%
Senior Executive Service, High-level senior executives and Chief Executives (Classified, s155 combined)	1	20%

*Women in leadership are defined as those in classified roles or on s155 contracts. This data must include salary equivalency.

Workforce planning and performance

The QAS is committed to attracting, developing and retaining a workforce that is agile, inclusive and high performing, enabling the delivery of world-class support to athletes and contributing to Queensland Government priorities.

To position the organisation for future success, the QAS has implemented a comprehensive strategic workforce planning approach across all business areas. This aligns with the development of a four-year workforce plan that supports the organisation's targets for LA 2028 and the 2032 Games.

Key focus areas include:

- **Enabling an agile and high performing workforce** — strengthening the capability of our people to operate effectively within a dynamic and evolving high performance sport environment, supporting innovation and continuous improvement.
- **Fostering an inclusive and connected workforce** — promoting diversity, flexibility and wellbeing to build an engaged workforce that collaborates effectively and reflects the QAS values.
- **Attracting, developing and retaining specialised talent** — delivering targeted recruitment, leadership development and career pathway initiatives to build critical capability and sustain a high performance culture.
- **Strengthening workforce planning and data-driven insights** — enhancing the use of workforce analytics and reporting to support evidence-based decision-making, effective resource allocation and long-term workforce sustainability.

Talent acquisition

The QAS is committed to attracting and recruiting high-quality talent to support the delivery of high performance sport outcomes. This includes a robust recruitment process that embeds athlete safeguarding practices to ensure the safety and wellbeing of children, young people and athletes.

Onboarding

The QAS supports a smooth and consistent onboarding experience for new employees, ensuring they are effectively integrated into the organisation and equipped to operate within a high performance environment.

Key elements of the onboarding process include:

- delivery of structured induction programs, including HR induction, sport integrity induction and gym induction
- delivery of local onboarding within individual teams or functions
- providing information on employment conditions, entitlements and key organisational policies
- providing clear communication of expected behaviours and responsibilities in line with the Queensland Government and the QAS's standards
- localised inductions within sport programs to support role-specific requirements and integration into the sport programs
- an introduction to the QAS 2032 High Performance Strategy to understand how each staff member's role contributes to the organisation's objectives

- an introduction to the QAS values and behaviours to understand how these are brought to life through day-to-day work
- mandatory training for all staff, including 12 courses on the Learning Management System, two policy agreements on the Athlete Management System, and eight courses on Sport Integrity Australia

Work-integrated learning placements and student placement programs

The QAS offers work-integrated learning placements and/or student placement programs, which are coordinated through selected universities. Work-integrated learning or student placement programs were provided for 22 university students studying a range of disciplines, including sport science, strength and conditioning, health, and coaching and talent.

Reward and recognition

The QAS fosters a high performance and inclusive culture where employee contributions are recognised and celebrated in alignment with organisational values. Recognition is embedded through initiatives such as the high-five peer recognition forms, which enable staff to acknowledge peers for demonstrating the QAS's values and behaviours, reinforcing a culture of appreciation and excellence.

In addition, employee achievements and contributions are regularly highlighted through team and organisation-wide huddle events, including professional shoutouts and recognition moments that promote visibility of success across the organisation. Recognition of service and milestone awards are also presented to recognise employees for their ongoing contribution and commitment to the QAS.

These practices support an engaged, motivated and connected workforce and contribute to a culture that values collaboration, continuous improvement and high performance.

Capability development

The QAS is committed to developing workforce capability and supporting employees to build critical skills and progress their careers within a high performance environment. A broad range of learning and development opportunities are provided to staff, aligned to the QAS strategic workforce plan and organisational priorities.

Learning and development at the QAS is embedded through the Individual Performance and Objective Planning (iPOP) cycle, which operates throughout the year and supports ongoing performance, development conversations and goal alignment. The iPOP framework incorporates the 70:20:10 model, recognising that capability is developed through a combination of on-the-job experience, learning from others such as the data club and lunch and learn sessions, team-specific development sessions, stakeholder interviews at team huddle events, and formal development opportunities. Employees are encouraged to pursue additional development opportunities such as further education, conferences and professional development events. These development opportunities include the World Class to World Best Conference, IGNITE 2032 High Performance Conference, International Talent Identification and Development Conference, Women in Sport Congress, High Performance Research and Innovation Summit, and the Australian Institute of Sport development programs.

Consistent with a high performance approach, employees are supported to apply their learning in the workplace through practical experiences such as stretch projects, higher duties, secondments and mobility arrangements with Commonwealth Games Australia. Learning through others is also encouraged through coaching, mentoring, feedback and collaboration across teams.

During 2025–26, learning and development initiatives were delivered through a combination of in-person and virtual sessions to support accessibility across a diverse and geographically dispersed workforce. Key

achievements included the delivery of Strength Deployment Inventory (SDI) workshops across all business areas and the High Performance Managers training program, delivered between August and November 2025. These initiatives contributed to strengthening leadership capability, enhancing collaboration and supporting the continued development of a high performing workforce.

Employee health and wellbeing

The QAS is committed to fostering a safe, healthy and supportive work environment that enables employees to perform at their best within a high performance sport system. A proactive and comprehensive approach to employee wellbeing is embedded across the organisation, supporting both physical and psychological health.

Throughout the year, the QAS promotes wellbeing through a calendar of significant health, safety and wellbeing events, including participation in community health initiatives such as R U OK? Day, Movember, Women's Health Day and Darkness to Daylight. These initiatives raise awareness, encourage open conversations and support a culture that prioritises mental health, safety and connection.

The QAS also provides a dedicated employee support page, offering accessible information and resources for staff and athletes.

A range of practical wellbeing initiatives and benefits are available to staff, including:

- access to Employee Assistance Program (EAP) services
- Fitness Passport and corporate private health insurance arrangements
- delivery of first aid and CPR training, recovery centre training courses, and annual flu vaccinations
- Rely platform for online reporting of safety incidents and hazards, and employee complaints

To support accessibility and participation, key initiatives such as first aid and CPR training, recovery centre courses and flu vaccinations are delivered onsite, ensuring employees can easily access these services within the workplace.

Through these initiatives, the QAS continues to promote a culture that values wellbeing, safety and support, contributing to a resilient, engaged and high performing workforce.

Diversity, equity and inclusion

The QAS recognises the importance of fostering a diverse and inclusive workforce that reflects the communities we serve. We are committed to cultivating a workplace culture where decisions, actions and behaviours actively promote diversity, equity and inclusion, and where all staff, athletes and coaches feel safe, respected and supported to perform at their best.

At the QAS, the Connection to Country Advisor strengthens cultural capability and supports alignment with national high performance sport initiatives. This role supports the delivery of programs such as 'Share a Yarn', providing Aboriginal and Torres Strait Islander athletes with a safe and culturally appropriate space to connect, reflect and grow.

The Connection to Country Advisor will also lead the implementation of the Connection to Country Action Plan in Queensland, an initiative under the Australian High Performance 2032+ Sport Strategy. It focuses on strengthening community connections and building cultural maturity across the QAS to embed respect, cultural safety and meaningful relationships with First Nations people.

During this reporting period, the QAS strengthened its alignment with the *Queensland Public Sector Inclusion and Diversity Strategy 2021–2025* by completing the annual *QAS Equity and Diversity Audit Report 2026* and issuing a report as required by the Public Sector Commission.

The findings from the *QAS Equity and Diversity Audit Report 2026* highlighted positive perceptions from the Working for Queensland employee engagement survey of equal opportunity across diverse groups, including 83% agreement for gender equity and 87% for cultural background equity. The QAS will focus on further embedding cultural capability at the workgroup and leadership levels, as well as enhancing development opportunities and awareness of diverse cultural experiences.

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the reporting period.

Open data

The following annual reporting requirements are published on the Queensland Government's Open Data Portal in lieu of inclusion in this report:

- overseas travel

The open data portal can be accessed at www.data.qld.gov.au.

The QAS had no data to report for the following reporting requirements:

- consultancies
- Queensland Language Services Policy
- Charter of Victims' Rights

Glossary

Term	Definition
2032 Games	2032 Olympic and Paralympic Games
2032 High Performance Strategy	The strategy guiding Queensland's contribution to Australia's sporting success in the lead-up to the 2032 Olympic and Paralympic Games.
ARRs	Annual report requirements for Queensland Government agencies.
CEO	Chief Executive Officer.
DSROPG	Department of Sport, Racing and Olympic and Paralympic Games.
ELT	Executive Leadership Team.
FAA	Financial Accountability Act 2009.
FPMS	Financial and Performance Management Standard 2019.
FRAC	Finance, Risk and Audit Committee.
FTE	Full-time equivalent, a measure of workforce capacity.
High performance sport	The systems, programs and environments that support athletes and coaches to achieve success at national and international levels.
HR Act	Human Rights Act 2019.
ICT	Information and communications technology.
iPOP	Individual Performance and Objective Planning cycle.
ITP	Information Technology Partners within the Department of Primary Industries.
LA 2028	The Los Angeles 2028 Olympic and Paralympic Games.
MOHRI	Minimum Obligatory Human Resource Information.
NSO	National Sporting Organisation.
Para Unit	A QAS program supporting the identification and development of Para athletes.
PPC	Performance and Pathways Committee.
QAO	Queensland Audit Office.
QAS	Queensland Academy of Sport.
QPPs	Queensland Privacy Principles.
SFIC	Strategic Futures and Innovation Committee.
Statutory body	An organisation established by legislation with specific functions, powers and governance obligations.
YouFor2032 Talent Search	A QAS talent identification initiative that supports emerging Queensland athletes to enter development pathways.

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	Page 3
Accessibility	• Table of contents • Glossary	ARRs – section 9.1	Page 4 Page 33
	• Public availability	ARRs – section 9.2	Inside cover
	• Interpreter service statement	*Queensland Government Language Services Policy* ARRs – section 9.3	Inside cover
	• Copyright notice	*Copyright Act 1968* ARRs – section 9.4	N/A
	• Information Licensing	*QGEA – Information Licensing* ARRs – section 9.5	Inside cover
General information	• Introductory Information	ARRs – section 10	Page 5 - 9
Non-financial performance	• Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	Page 9
	• Agency objectives and performance indicators	ARRs – section 11.2	Page 9 – 10
	• Agency service areas and service standards	ARRs – section 11.3	Page 10 - 11
Financial performance	• Summary of financial performance	ARRs – section 12.1	Page 12 - 14
Governance – management and structure	• Organisational structure	ARRs – section 13.1	Page 14
	• Executive management	ARRs – section 13.2	Page 15 - 16
	• Government bodies (statutory bodies and other entities)	ARRs – section 13.3	Page 16 - 20
	• Public Sector Ethics	*Public Sector Ethics Act 1994* ARRs – section 13.4	Page 21
	• Human Rights	*Human Rights Act 2019* ARRs – section 13.5	Page 21 – 22
	• Queensland public service values	ARRs – section 13.6	Page 22

Summary of requirement		Basis for requirement	Annual report reference
Governance – risk management and accountability	• Risk management	ARRs – section 14.1	Page 22
	• Audit committee	ARRs – section 14.2	Page 23 - 26
	• Internal audit	ARRs – section 14.3	Page 26 - 27
	• External scrutiny	ARRs – section 14.4	Page 27
	• Information systems and recordkeeping	ARRs – section 14.5	Page 27
	• Information Security attestation	ARRs – section 14.6	N/A
Governance – human resources	• Strategic workforce planning and performance	ARRs – section 15.1	Page 28 - 32
	• Early retirement, redundancy and retrenchment	Directive No.04/18 *Early Retirement, Redundancy and Retrenchment* ARRs – section 15.2	Page 32
Open Data	• Statement advising publication of information	ARRs – section 16	Page 32
	• 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 Act 2024* 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	Page 36
	• Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Page 55

Financial Statements

Queensland Academy of Sport

ABN: 70 197 998 127

Financial statements
for the year ended 30 June 2026

Queensland Academy of Sport
Financial Statements for the year ended 30 June 2026

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General information

The Queensland Academy of Sport (QAS) is a statutory body established on 1 July 2025 under the *Queensland Academy of Sport Act 2025* and does not control other entities.

The head office and principal place of business of QAS is Level 1, 468 Kessels Road, Nathan QLD 4111.

A description of the nature of QAS's operations and its principal activities is included in the notes to the financial statements.

For information regarding QAS's financial statements, please call 07 3708 7800, email QAS@sport.qld.gov.au, or visit the QAS website https://www.qasport.qld.gov.au/.

Queensland Academy of Sport
Statement of Comprehensive Income for the year ended 30 June 2026

	Note	2026 $'000
Income		
Grants and other contributions	2	39,001
User charges and fees	3	1,494
Other income		23
Total income		**40,517**
Expenses		
Employee expenses	4	20,529
Supplies and services	5	13,324
Grants and subsidies	6	3,800
Depreciation and amortisation		2,431
Finance costs		8
Other expenses	7	411
Total expenses		**40,504**
Operating result for the year		**13**
Total comprehensive income for the year		**13**

The accompanying notes form part of these financial statements.

Queensland Academy of Sport
Statement of Financial Position as at 30 June 2026

	Note	2026 $'000
Current assets		
Cash and cash equivalents	8	6,599
Receivables	9	723
Other assets	10	296
Total current assets		**7,618**
Non-current assets		
Plant and equipment	11	903
Right-of-use assets	12	181
Total non-current assets		**1,083**
Total assets		**8,702**
Current liabilities		
Payables	13	2,106
Lease liabilities	12	29
Accrued employee benefits	14	833
Other liabilities	15	3,706
Total current liabilities		**6,673**
Non-current liabilities		
Lease liabilities	12	32
Total non-current liabilities		**32**
Total liabilities		**6,705**
Net assets		**1,997**
Equity		
Contributed equity		1,983
Accumulated surplus		13
Total equity		**1,997**

The accompanying notes form part of these financial statements.

Queensland Academy of Sport
Statement of Cash Flows for the year ended 30 June 2026

	Note	2026 $'000
Cash from operating activities		
Inflows		
Grants and other contributions		40,690
User charges and fees		1,494
GST input tax credits from ATO		1,349
GST collected from customers		175
Other		23
Outflows		
Employee expenses		(19,696)
Supplies and services		(13,194)
Grants and subsidies		(3,800)
Finance costs		(8)
GST paid to suppliers		(1,651)
GST remitted to ATO		(157)
Other		(411)
Net cash provided by operating activities	18	**4,813**
Cash flows from investing activities		
Inflows		
Sales of plant and equipment		0
Outflows		
Payments for plant and equipment		(275)
Net cash used in investing activities		**(274)**
Cash flows from financng acvitities		
Inflows		
Equity injections		274
Outflows		
Lease payments		(1,469)
Net cash provided by financing activities		**(1,195)**
Net increase in cash and cash equivalents		**3,343**
Cash and cash equivalents at the beginning of the reporting period		**3,256**
Cash and cash equivalents at the end of the reporting period	8	**6,599**

The accompanying notes form part of these financial statements.

Queensland Academy of Sport
Statement of Changes in Equity for the year ended 30 June 2026

	Note	Contributed equity $'000	Accumulated surplus/ (deficit) $'000	Total $'000
Balance as at 1 July 2025	16	1,709	-	1,709
Operating result				
Operating result from continuing operations		-	13	13
Transactions with owners as owners				
Non-appropriated equity injections		274	-	274
Balance as at 30 June 2026		1,983	13	1,997

The accompanying notes form part of these financial statements.

1. Basis of financial statement preparation

(a) General information

The Queensland Academy of Sport (QAS) was established on 1 July 2025 under the *Queensland Academy of Sport Act 2025* (QAS Act) and does not control other entities. QAS is a statutory body under the *Financial Accountability Act 2009* and the *Statutory Bodies Financial Arrangements Act 1982.*

(b) Principal activities and objectives

QAS is responsible for preparing Queensland elite athletes, teams and coaches for world class success, dedicated to a vision of 'Inspiring Extraordinary Sporting Success'.

QAS's objectives are:

- to assist emerging and elite Queensland athletes to achieve success at the Olympic and the Paralympic Games
- to identify, and foster the development of, Queenslanders who demonstrate the talent to develop into future elite athletes, and
- to collaborate with institutes of sport, and national and Queensland sporting organisations, to maximise the success of Australian athletes at the Olympic and Paralympic Games.

(c) Compliance with prescribed requirements

QAS has prepared these financial statements in compliance with section 62.1 of the *Financial Accountability Act 2009,* section 39 of the *Financial and Performance Management Standard 2019* and the *Statutory Bodies Financial Arrangements Act 1982.* The financial statements comply with Queensland Treasury's minimum reporting requirements for reporting periods beginning on or after 1 July 2025.

QAS 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.

(d) Presentation

Currency and rounding
Amounts included in the financial statements are in Australian dollars and 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. Due to rounding, totals may not add exactly.

Comparatives
The financial statements cover the period from 1 July 2025 to 30 June 2026 and are QAS's first financial statements since its formation under the QAS Act. Consequently, there are no comparatives.

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 QAS 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.

(e) Authorisation of financial statements for issue

The financial statements are authorised for issue by the Board Chair and Chief Executive Officer at the date of signing the management certificate.

(f) Taxation

QAS is exempt from income tax under the *Income Tax Assessment Act 1936* , with the exception of Fringe Benefit Tax (FBT) and Goods and Services Tax (GST). The net of GST credits receivable from, and GST payable to the Australian Taxation Office are recognised in the Statement of Financial Position.

1. **Basis of financial statement preparation (continued)**

(g) Basis of measurement

Historical cost is used as the measurement basis in this financial report. 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.

(h) Contributed equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* specifies the principles for recognising contributed equity by the QAS. Non-appropriated equity injections are recognised as contributed equity during the reporting period and are disclosed in the Statement of Changes in Equity.

(i) First year application of new accounting standards or change in accounting policy

Accounting standards applied for the first time
No new accounting standards or interpretations that apply for the first time in 2025-26 have any material impact on the financial statements.

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

2. **Grants and other contributions**

	2026 $'000
State government grants	37,668
Commonwealth government grants	954
Other	379
Total grants and other contributions	**39,001**

Grants and other contributions arise from non-exchange transactions where the QAS does not directly give approximately equal value to the grantor. Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the QAS 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.

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. Where there is an obligation to return unspent funds, a liability is recognised with a corresponding reduction in grant revenue.

State government grants
QAS relies on the state government to continue to provide operating and capital grants and funding to assist with its principal activities and objectives. QAS receives grants from the administering department, the Department of Sport, Racing and Olympic and Paralympic Games (DSROPG). There are no sufficiently specific performance obligations with these grants, hence these grants are recognised as revenue on receipt under AASB 1058 *Income of Not-for-Profit Entities.*

Commonwealth government grants
QAS receives grants from Commonwealth Government agencies to support programs and activities. There are no sufficiently specific performance obligations associated with these grants, hence these grants are recognised as revenue on receipt under AASB 1058 *Income of Not-for-Profit Entities.*

3. **User charges and fees**

	2026 $'000
Sale of services	1,494
Total user charges and fees	**1,494**

National Sporting Organisations are charged a portion of performance support that QAS health practitioners provide to athletes. Revenue is recognised progressively as the services are provided each month.

4. Employee expenses

	2026
Employee benefits	**$'000**
Salaries, wages and sick leave	14,257
Employer superannuation contributions	2,001
Annual leave levy	1,630
Long service leave levy	420
Board fees	272
Other employee benefits	54
	18,634
Employee related expenses	
Payroll tax	1,145
Workers' compensation premium	74
Other employee related expenses	676
	1,895
Total employee expenses	**20,529**
Number of employees	
Full-time equivalent employees	122

Employee expenses

Employer superannuation contributions, annual leave levies, long service leave levies and board fees are regarded as employee benefits. Payroll tax, workers' compensation insurance and FBT are consequences of employing employees, but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses. QAS pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

Key management personnel and remuneration disclosures are detailed in Note 24.

Salaries, wages and sick leave

Salaries and wages due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates. As QAS expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts. Sick leave is non-vesting, and an expense is recognised for this leave as it is taken.

Annual leave and long service leave

Under the Queensland Government's Annual Leave Central Scheme and Long Service Scheme, levies are payable by QAS 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 schemes quarterly in arrears.

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 the Queensland Government's defined benefit obligations 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 QAS at the specified rate following completion of the employee's service each pay period. QAS's obligations are limited to those contributions paid.

5. Supplies and services

	2026 $'000
Contractors	6,537
Sport and athlete related expenses	1,285
Shared service provider fee	1,360
Equipment and maintenance costs	1,199
Property and building expenses	804
Travel	795
Information Technology and Computer Equipment	655
Other supplies and services	688
Total supplies and services	**13,324**

Contractors
Contractors employed through labour hire agencies are not classified as employees. There is no contractual relationship between the entity and the individual in the arrangement and are classified as supplies and services.

Property and building expenses
Operating expenses such as electricity, cleaning, security, and other variable outgoings associated with leases that do not meet the definition of lease payments under AASB 16 *Leases* are expensed as incurred.

6. Grants and subsidies

	2026 $'000
Sporting grants	3,799
Donations and gifts	1
	3,800

Sporting grants
Grants made to National Sporting Organisations are recognised when the obligation arises within the grant agreement.

7. Other expenses

Audit fees
The Queensland Audit Office quoted fee for the audit of QAS's financial statements in 2025-26 was $85,000. There are no non-audit services included in these amounts.

Special payments
Employee expenses include a one-off employee separation payment of $32,255.

8. Cash and cash equivalents

	2026 $'000
Cash at bank	6,599
Total cash and cash equivalents	**6,599**

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked at 30 June as well as deposits at call with financial institutions.

9. Receivables

	2026 $'000
Trade debtors	228
Less: loss allowance	(20)
	208
Annual leave reimbursements	225
GST receivable	285
Other Receivables	6
Total receivables	**723**

Receivables

Receivables are measured at amortised cost which approximates their fair value at reporting date. Receivables are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase/contact price. Settlement of these amounts is required within 30 days from the invoice date.

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 QAS's debtors, along with relevant industry and statistical data where applicable.

QAS's other receivables are from Queensland Government agencies or Australian government agencies. No loss allowance is recorded for these receivables on the basis of materiality.

Where QAS has no reasonable expectation of recovering an amount owed by a debtor, the debt is written-off by directly reducing the receivable against the loss allowance. If the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss. There were no impairment losses recognised as at 30 June 2026.

Credit risk exposure of receivables

The maximum exposure to credit risk at balance date for receivables is the gross carrying amount of those assets. No collateral is held as security and there are no other credit enhancements relating to QAS's receivables.

QAS uses individual assessment to measure the expected credit losses on trade debtors. The expected loss rates are based on the payment profiles over a period of 36 months preceding 30 June 2026 and the corresponding historical credit losses experienced within this period.

10. Other assets

	2026 $'000
Prepayments	296
Total other assets	**296**

Prepayments are recognised when payments are made in advance of goods or services being provided. They are expensed as goods or services occur.

11. Plant and equipment

(a) Closing balances and reconciliation of carrying amount

30 June 2026	Buildings $'000	Plant and equipment $'000	Hertiage & Cultural $'000	Work in progress $'000	Total $'000
Gross	2,806	3,261	12	-	6,079
Less: accumulated depreciation	(2,754)	- 2,423		-	(5,176)
Carrying amount at 30 June 2026	**53**	**838**	**12**	**-**	**903**
Represented by movements in carrying amounts					
Carrying amount at 1 July 2025	677	792		32.869	1,502
Acquisitions		245		29.231	274
Transfers		50	12	(62)	-
Disposals		(0)		-	(0)
Depreciation	(624)	(249)		-	(873)
Carrying amount at 30 June 2026	**53**	**838**	**12**	**-**	**903**

(b) Recognition and acquisition

Recognition
Buildings are measured at historical cost.

Plant and equipment are measured at historical cost. Items of plant and equipment with a cost equal to or in excess of $5,000 are recognised for financial reporting purposes in the year of acquisition. Items with a lesser value are expensed.

Heritage and cultural assets are measured at historical cost. Heritage and cultural assets are not depreciated because they are considered to have an indefinite useful life.

Expenditure on plant and equipment is capitalised where it is probable that the expenditure will produce future service potential for QAS. 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.

Depreciation expense
Buildings and plant and equipment are depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less any estimated residual value, progressively over its estimated useful life to QAS. Straight-line depreciation is used as that is consistent with the even consumption of service potential of these assets over their useful life to QAS.

Depreciation rates for range from 3 to 20 years.

Work in progress assets are not depreciated until progress is complete and the asset is put to use or is ready for its intended use, whichever is the earlier. These assets are then reclassified to the relevant class within plant and equipment.

12. Leases

Leases as a lessee	**2026 $'000**
(a) Right-of-use assets	
Office accommodation	
Opening balance at 1 July 2025	1,738
Depreciation	(1,558)
Closing balance at 30 June 2026	**180.652**
(b) Lease liabilities	
Current lease liabilities	29
Non-current lease liabilities	32
Total lease liabilities	**61**

12. Leases (continued)

Right-of-use assets

Right-of-use assets are initially recognised at cost comprising the following:

- the amount of the initial measurement of the lease liability
- lease payments made at or before the commencement date, less any lease incentives received
- initial direct costs incurred, and
- the initial estimate of restoration costs.

Right-of-use assets are subsequently depreciated over the lease term and be subject to impairment testing on an annual basis.

QAS has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases and leases of low value assets. The lease payments are recognised as expenses on a straight-line basis over the lease term. An asset is considered low value where it is expected to cost less than $10,000 when new.

Where a contract contains both a lease and non-lease components such as asset maintenance services, QAS allocates the contractual payments to each component on the basis of their stand-alone prices. However, for leases of plant and equipment, QAS has elected not to separate lease and non-lease components and instead accounts for them as a single lease component.

Lease liabilities

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid. The lease term includes any extension or renewal options that QAS is reasonably certain to exercise. The future lease payments included in the calculation of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by QAS under residual value guarantees
- the exercise price of a purchase option that QAS is reasonably certain to exercise, and
- payments for termination penalties, if the lease term reflects the early termination.

When measuring the lease liability, QAS uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of QAS's leases. To determine the incremental borrowing rate, QAS uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

Subsequent to initial recognition, the lease liabilities are increased by the interest charge and reduced by the amount of lease payments. Lease liabilities are also remeasured in certain situations such as a change in variable lease payments that depend on an index or rate (e.g. a market rent review), or a change in the lease term.

Leases as a lessee

QAS leases four right-of-use assets. Stadiums Queensland provides QAS with access to office accommodation and sporting facilities. QAS also leases the Gold Coast Sports and Leisure Centre through the Council of the City of Gold Coast. The related service expenses for leases are included in Note 5.

(c) Amounts recognised in profit or loss

The amounts recognised in the Statement of Comprehensive Income relating to leases where QAS is a lessee are shown below:

	2026 $'000
Interest expense on lease liabilities	8
Depreciation of right-of-use assets	1,558
Total cash outflow for leases	1,469

13. Payables

	2026 $'000
Trade creditors	1,632
Other payables	473
Total payables	**2,106**

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the nominal amount (i.e. agreed purchase/contract price), gross of applicable trade and other discounts. Amounts owing are unsecured.

14. Accrued employee benefits

	2026 $'000
Annual leave levy payable	572
Salaries and wages outstanding	131
Long service leave levy payable	129
Total accrued employee benefits	**833**

No provision for annual leave or long service leave is recognised in QAS's financial statements as the liability 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.*

15. Other liabilities

	2026 $'000
Sundry Creditors	2,047
Unearned revenue	1,659
Total other liabilities	**3,706**

Sundry Creditors
Sundry Creditors represents grant funds to be repaid to DSROPG.

Unearned revenue
Unearned revenue is recognised as a liability when the QAS has received revenue in advance of the delivery of the supply of services.

16. Contributed equity

	2026 $'000
Net transfer in from DRSOPG	1,983

Contributed equity includes $1,709,447 transferred from DSROPG in relation to QAS becoming an independent statutory body from 1 July 2025.

17. Financial risk disclosures

(a) Financial instrument categories

Financial assets and financial liabilities are recognised in the Statement of Financial Position when QAS becomes party to the contractual provisions of the financial instrument.

17. Financial risk disclosures (continued)

QAS has the following categories of financial assets and financial liabilities:

	Note	2026 $'000
Financial assets		
Cash and cash equivalents	8	6,599
Receivables	9	723
Total financial assets		**7,322**
Financial liabilities		
Payables	13	2,106
Lease liabilities	12	61
Total financial liabilities		**2,167**

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

(b) Financial risk management

Financial risk management is implemented pursuant to government and QAS policy and seeks to minimise potential adverse effects on the financial performance of QAS. QAS's activities expose it to very limited credit risk and liquidity risk. QAS is not exposed to any market risk as it does not trade in foreign currency and is not materially exposed to commodity price changes or other market prices.

18. Reconciliation of operating result to net cash provided by operating activities

	2026 $'000
Operating surplus/(deficit)	13
Non-cash items included in operating result	
Depreciation and amortisation expense	2,431
Change in assets and liabilities	
(Increase)/decrease in receivables	(313)
(Increase)/decrease in other assets	(140)
Increase/(decrease) in payables	271
Increase/(decrease) in accrued employee benefits	833
Increase/(decrease) in other liabilities	2,003
Increase/(decrease) in GST payable	(285)
Net cash provided by operating activities	**4,813**

19. Contingencies

There were no known contingent assets or liabilities as at 30 June 2026.

20. Commitments

	2026 $'000
Capital expenditure commitments	
Commitments for capital expenditure at reporting date (inclusive of non-recoverable GST input tax credits) are payable:	
• not later than one year	29
• later than one year but not later than five years	-
• later than five years	-
Total capital expenditure commitments	**29**

21. Events occurring after balance date

QAS has agreed in-principal to a three-year extension of its existing lease arrangements with Stadiums Queensland that expired on 31 July 2026. The Amendments will be executed on substantially the same terms and conditions as the original leases. No adjustment has been made to the financial statements. The lease extensions will result in the recognition of additional right-of-use assets and corresponding lease liabilities in future reporting periods in accordance with AASB 16 *Leases*.

22. Future impact of accounting standards not yet effective

At the date of authorisation of the financial report, all Australian Accounting Standards and Interpretations with future commencement dates are either not applicable to QAS's activities or have no material impact.

23. Climate risk disclosure

QAS 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 QAS.

QAS continues to monitor the emergence of material climate-related risks that may impact the financial statements, including directives from government or Queensland Treasury.

24. Key management personnel (KMP) disclosures

(a) Details of key management personnel

The Minister for Sport and Racing and Minister for the Olympic and Paralympic Games is QAS's responsible Minister and is identified as part of QAS's KMP, in-line with the revised AASB 124 *Related Party Disclosures.* The following details for non-Ministerial KMP reflect those positions that had authority and responsibility for planning, directing and controlling the activities of QAS during 2025-26.

Board

The role of the Board is ensure the effective governance and strategic oversight of QAS in accordance with its functions as per the QAS Act. The Board is accountable to the Minister for the conduct and performance of QAS. Board members, including the Board Chair, are appointed by the Governor in Council. All Board Members, including the Board Chair, were appointed effective 1 July 2025 for a period of three years.

Other key management personnel

Position title	Responsibility
Chief Executive Officer (CEO)	Responsible for the management of QAS in accordance with the direction of the Board and the QAS Act. The CEO will report to the Board on the operations of QAS and the implementation of Board decisions and strategy and is appointed by the Governor in Council.
Executive Director, Corporate Services	Responsible for overseeing the corporate functions of QAS including finance, legal, operations, human resources, sports integrity, and communications and media.
Executive Director, High Performance Programs	Responsible for strategic leadership of the High Performance Managers, athlete wellbeing and engagement, and operations coordination to ensure peak performance.
Executive Director, Performance Support	Responsible for strategic leadership of the Performance Support team, delivering a coordinated strategy to support athletes in athlete wellbeing and engagement, sports science, strength and conditioning, and performance health.
Executive Director, Talent and Coaching	Responsible for strategic leadership of the Talent and Coaching team, focusing on coach development, athlete talent identification and development, and the development and implementation of the Para Uplift Strategy.

24. Key management personnel (KMP) disclosures (continued)

The following key management personnel had responsibility for planning, directing and controlling the activities of QAS during 2025-26. To support QAS's transition to a statutory body, a transitional organisation structure was established from 1 July 2025. Following the appointment of the permanent Executive Leadership Team, a revised organisational restructure was introduced from 22 January 2026. These positions were therefore classified as KMP for only part of the reporting period.

Director, Performance Partnerships	Responsible for strategic leadership of the Performance Partnerships, focsing on development and delivery of sponsorship agreements.
Head of Operations	Responsible for strategic leadership of Operations, focusing on operational delivery, facilities, systems and business support functions.
Head of Human Resources	Responsible for strategic leadership of the Human Resources, focusing on people strategy, workforce planning, recruitment, learning & development and workplace culture.

(b) KMP remuneration

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. QAS 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 is 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.

Board directors

Remuneration for Board Members is set by the Governor in Council as stated in their instrument of appointment as per the QAS Act and comprises the following components:

- short-term employee expenses which include board director fees, and
- post-employment expenses which include superannuation contributions.

Other key management personnel

Remuneration policy for other KMP is set by the Queensland Public Service 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 those KMP comprise the following components:

- short term employee expenses, including:
  - monetary expenses consisting of salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the KMP occupied the specified position
  - non-monetary benefits consisting of consisting of provision of vehicle together with FBT applicable to the benefit
- 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, and
- 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 to termination of employment.

No KMP remuneration packages provide for performance or bonus payments.

(c) Remuneration expenses

The following disclosures focus on the expenses incurred by QAS attributable to non-Ministerial KMP during 2025-26. The amounts disclosed are determined on the same basis as expenses recognised in the statement of comprehensive income.

24. Key management personnel (KMP) disclosures (continued)

Board remuneration		Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Termination benefits	Total
		Monetary	Non-monetary				
Position	**Name**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Board Chair	D Lyons	53	-	-	7	-	60
Board Member	C Campbell OAM OLY	31	-	-	4	-	35
Board Member	E Sabljak PLY	31	-	-	4	-	35
Board Member	M James	31	-	-	4	-	35
Board Member	B Ikin	31	-	-	4	-	35
Board Member	A Baumann	31	-	-	4	-	35
Board Member	S Rix AM	32	-	-	4	-	36
Board Member	A Maidment	32	-	-	4	-	36
Total Board remuneration		**272**	**-**	**-**	**35**	**-**	**307**

Other KMP remuneration	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Termination benefits	Total
	Monetary	Non-monetary				
Position	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Chief Executive Officer [1]	306	-	7	41	-	**354**
Executive Director, Corporate Services [2]	97	-	2	12	-	**111**
Executive Director, High Performance Programs	206	-	5	27	-	**238**
Executive Director, Performance Support	243	-	6	31	-	**280**
Executive Director, Talent and Coaching [3]	80	-	1	10	-	**91**
Director, Performance Partnerships [4]	60	-	2	8	-	**70**
Head of Operations [5]	95	-	3	13	-	**111**
Head of Human Resources [5]	97	-	3	12	-	**112**
Total other KMP remuneration	**1,184**	**-**	**29**	**154**	**-**	**1,367**

(1) The incumbent was acting in this position since 1 July 2025 and formally appointed on 26 September 2025

(2) Commenced 5 January 2026

(3) Commenced 4 February 2026

(4) Concluded employment 24 October 2025

(5) For the period 1 July 2025 to 22 January 2026

25. Related party transactions

(a) Transactions with people or entities related to KMP

Post-employment benefits for superannuation are provided through defined contributions (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.

(b) Transactions with other Queensland Government–controlled entities

QAS's primary ongoing sources of grant funding is from the Queensland Government through the DSROPG and is disclosed in

QAS has leases with Stadiums Queensland for office accommodation and sports and recreational facilities to undertake QAS's activities. Right-of-use assets and lease liabilities arising from these arrangements are disclosed in Note 12.

DSROPG engaged Queensland Shared Services and the Department of Primary Industries, Information Technology and Partners, for the provision of technology and business services under service level agreements. The service level agreement included QAS's usage of these services until 1 May 2026. QAS has engaged Corporate Administration Agency from 19 December 2025 under its own service level agreement. Shared service provider fees incurred as disclosed in Note 5.

QAS, through DSROPG, is a member of the Queensland Government's Annual Leave Central Scheme and Long Service Scheme. Annual leave levy and long service leave levy expenses are disclosed in Note 4.

QAS also makes payments to other government controlled entities for general operating expenditure such as payroll tax and workers compensation. These expenditure as disclosed in Note 4.

Queensland Academy of Sport
Management Certificate for the year ended 30 June 2026

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 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 Queensland Academy of Sport for the financial year ended 30 June 2026 and of the financial position of the Queensland Academy of Sport at the end of that year; and

We acknowledge responsibility under sections 7 and sections 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.

Troy Ayres
Chief Executive Officer
Queensland Academy of Sport
Date:

David Lyons
Board Chair
Queensland Academy of Sport
Date:

QAO Independent Auditor's Report

Queensland Audit Office
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INDEPENDENT AUDITOR'S REPORT

To the Board of the Queensland Academy of Sport

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Queensland Academy of Sport.

The financial report comprises the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows 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 entity'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 entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including independence standards)* (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.

Other information

Those charged with governance are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

Queensland Audit Office
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In connection with my audit of the financial report, my responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the Board for the financial report

The Board 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 entity'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 entity 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. 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 the 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/ar4.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.

28 August 2026

Vaughan Stemmett
as delegate of the Auditor General

Queensland Audit Office
Brisbane

QUEENSLAND ACADEMY OF SPORT

Queensland Government