

Our performance

Budget and financial management¹

Service standards Fiscal coordination and budget strategy development²	2019–20 Target/estimate	2019-20 End of financial year actual
<i>Effectiveness measures</i>		
Target ongoing reductions in Queensland's relative debt burden, as measured by the General Government debt to revenue ratio ³	64%	77%
Target net operating surpluses that ensure any new capital investment in the General Government Sector is funded primarily through recurrent revenues rather than borrowing (as measured by the General Government net operating cashflows as a proportion of purchases of net investments in non-financial assets) ³	60%	..
The capital program will be managed to ensure a consistent flow of works to support jobs and the economy and reduce the risk of backlogs emerging ³	\$13,709 million ⁴	\$12,428 million ⁴
Maintain competitive taxation by ensuring that General Government Sector own-source revenue remains at or below 8.5% of nominal gross state product, on average, across the forward estimates ³	8.5%	8.2% (for 2019–20)
Target full funding of long-term liabilities such as superannuation and WorkCover in accordance with actuarial advice	Full funding	Met
Maintain a sustainable public service by ensuring that overall growth in full-time equivalent (FTE) employees, on average over the forward estimates, does not exceed population growth ³	1.68%	2.2% (two year average growth to 2020–21)
<i>Efficiency measure</i>		
Average cost per hour of advice and support output ⁵	\$131.18	\$119.63
Service standards Financial Provisioning Scheme⁶		
<i>Effectiveness measure</i>		
Overall stakeholder experience in using processes associated with the Financial Provisioning Scheme ⁵	Report actuals	100%
<i>Efficiency measure</i>		
Administrative costs as a percentage of Fund revenue	Report actuals	4.20%

Notes:

1. This is a new service area with services previously presented in the Economic and fiscal coordination and Commercial services areas in the 2019–20 SDS. The new service area, Budget and financial management, reflects the implementation of the new Treasury operating model.
2. This service was previously presented under the Economic and fiscal coordination service area in the 2019–20 SDS. The service name has been changed to reflect the implementation of the new Treasury operating model.
3. These measures are based on Government's Fiscal Principles and typically reported on an Estimated Actual basis published as part of the annual State Budget. A 2019-20 Estimated Actual along with an update on the performance against the Fiscal Principles is published as part of the Treasurer's COVID-19 Fiscal and Economic Review.
4. The capital program measure reflects the inclusion of capital grants. The 2019-20 target is restated to include capital grants.
5. The decrease between actual and budget is due to the impact of the government's wage policy, less than expected direct recoverable charges associated with 1 William Street office accommodation and the reduction in corporate support costs, mainly relating to corporate staffing costs as a result of the government's wage policy and the department's FTE management strategies.
6. This service was previously presented under the Commercial Services service area in the 2019-20 SDS. The change occurred to reflect the implementation of the new Treasury operating model.

Our performance

Economics and policy¹

Service standards	2019–20 Target/estimate	2019–20 End of financial year actual
Economic and revenue policy, analysis and forecasting²		
<i>Effectiveness measures</i>		
Stakeholder and customer satisfaction with Economic Strategy outputs ³	80%	n/a
<i>Efficiency measure</i>		
Average cost per hour of advice and support output ⁴	\$112.60	\$101.80
Service standards	2019–20 Target/estimate	2019–20 End of financial year actual
Policy and partnerships: line agencies⁵		
<i>Effectiveness measure</i>		
Overall customer satisfaction with policy and performance advice provided ³	75%	n/a
<i>Efficiency measure</i>		
Average cost per hour of advice and support output ⁴	\$107.27	\$97.18
Service standards	2019–20 Target/estimate	2019–20 End of financial year actual
Statistical services and data analytics⁶		
<i>Effectiveness measure</i>		
Stakeholder and customer satisfaction with Queensland Government Statistician outputs (rated satisfied or very satisfied)	95%	100%
<i>Efficiency measure</i>		
Average cost per hour of advice and support output ⁴	\$102.17	\$95.00

Notes:

1. This is a new service area with services previously presented in the Economic and fiscal coordination or Agency performance service areas in the 2019–20 SDS. The new service area, Economics and policy, reflects the implementation of the new Treasury operating model.
2. This service was previously presented under the Economic and fiscal coordination service area in the 2019–20 SDS. The service name has been changed to reflect the implementation of the new Treasury operating model.
3. This service standard measures overall client satisfaction derived from an annual survey of key clients and stakeholders. The 2019–20 actual result is not available as the survey was not conducted due to COVID-19.
4. The decrease between actual and budget is due to the impact of the Government's wage policy, less than expected direct recoverable charges associated with 1 William Street office accommodation and the reduction in corporate support costs, mainly relating to corporate staffing costs as a result of the Government's wage policy and the department's FTE management strategies.
5. This service was previously presented under the Agency performance service area in the 2019–20 SDS. The change occurred to reflect the implementation of the new Treasury operating model.
6. This service was previously presented under the Economic and fiscal coordination service area in the 2019–20 SDS. The service name has been changed to reflect the implementation of the new Treasury operating model.



Commercial services

Service standards Commercial projects	2019–20 Target/estimate	2019–20 End of financial year actual
<i>Effectiveness measures</i>		
Overall customer satisfaction with advice and support provided ¹	80%	n/a
<i>Efficiency measure</i>		
Average cost per hour of project services ²	\$123.92	\$114.79
Service standards Shareholder services	2019–20 Target/estimate	2019–20 End of financial year
<i>Effectiveness measure</i>		
Overall customer satisfaction with advice and support provided ¹	80%	n/a
<i>Efficiency measure</i>		
Average cost per hour of advice and support output ²	\$111.88	\$103.89

Notes:

- This service standard measures overall client satisfaction derived from an annual survey of key clients and stakeholders. The 2019–20 actual result is not available as the survey was not conducted due to COVID-19.
- The decrease between actual and budget is due to the impact of the Government's wage policy, less than expected direct recoverable charges associated with 1 William Street office accommodation and the reduction in corporate support costs, mainly relating to corporate staffing costs as a result of the Government's wage policy and the department's FTE management strategies.

Revenue management

Service standards Revenue services	2019–20 Target/estimate	2019–20 End of financial year actual
<i>Effectiveness measures</i>		
Customer satisfaction with services provided	75%	75%
Average overdue debt as a percentage of total revenue collected	2%	1.7%
Total revenue dollars administered per dollar expended – accrual ¹	\$210	\$203
<i>Efficiency measure</i>		
Average compliance revenue assessed per dollar cost of delivering a compliance program ²	0.096	0.090
Service standards Penalty debt services	2019–20 Target/estimate	2019–20 End of financial year actual
<i>Effectiveness measure</i>		
SPER clearance rate (finalisations/lodgements) ³	85%	104%
<i>Efficiency measure</i>		
Average cost per \$100 collected	\$9.30	\$9.68

Notes:

- The decrease between the 2019–20 target/estimate and actual is due to the reduction of revenue as a result of the economic impacts of COVID-19, coupled with the reprofiling of expenses associated with the OSR Transformation Program.
- This service standard represents a ratio of outputs to inputs (in dollar terms). The output is the compliance revenue assessed under a compliance program, divided by the input being the full-time equivalent cost in delivering a compliance program. The cost of compliance is based on employee related expenses; the higher the ratio the greater the efficiency.
- Finalisation rate for 2019–20 is 104%, well above the target rate of 85%. This is due to lower lodgements from referring agencies from March 2020 to June 2020 as a result of COVID-19 compared to the number of debts finalised over the same period.

Our performance

Better planning for Queensland¹

Service standards	2019–20 Target/estimate	2019-20 End of financial year actual
<i>Effectiveness measures</i>		
Level of stakeholder satisfaction with accessibility and transparency of the requirements of the planning system	70%	83%
<i>Efficiency measure</i>		
Average administrative costs per decision made by the State Assessment and Referral Agency ²	\$4,070	\$4,522

Notes:

- This service was transferred as part of the machinery-of-government change to Treasury from the former Department of State Development, Manufacturing, Infrastructure and Planning.
- The variance is due to the ongoing unpredictable nature of appeals and the costs associated with managing involvement in these appeals to ensure that the State's interests are appropriately protected through the appeal process. There were also escalation costs such as the enterprise bargaining increase of 3%, plus the enterprise bargaining bonus of \$1,250 per FTE in March 2020.

Infrastructure and economic resilience strategy, policy and planning¹

Service standards	2019–20 Target/estimate	2019-20 End of financial year actual
<i>Effectiveness measures</i>		
Level of satisfaction of key stakeholders with timeliness and effectiveness of consultation undertaken relating to infrastructure and economic resilience strategy, policy and planning	75%	81%
<i>Efficiency measure</i>		
Administration costs as a percentage of infrastructure investment coordinated through the service area	<0.5%	0.09%

Notes:

- This service was transferred as part of the machinery-of-government change to Treasury from the former Department of State Development, Manufacturing, Infrastructure and Planning.

Discontinued measures

Revenue management

Service standards Revenue services	2019–20 Target/estimate	2019–20 Estimated actual
<i>Efficiency measure</i>		
Cost of delivering a compliance program as a ratio of the compliance revenue assessed ¹	0.096	0.079

Notes:

- This measure has been discontinued and replaced by a new efficiency measure 'Average compliance revenue assessed per dollar cost of delivering a compliance program'. This new measure better reflects the efficiency of delivering the revenue services.

