

State Budget 2010–11

Service Delivery Statements

Book 1

2010–11 State Budget Papers

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Budget Highlights

This suite of Budget Papers is similar to that published in 2009–10.

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Service Delivery Statements

Book 1

ISSN 1445-4890 (Print)

ISSN 1445-4904 (Online)

BOOK 1

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PART 1

Department of the Premier and Cabinet

Summary of departmental portfolio budgets

Page	Agency	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
1-1	Department of the Premier and Cabinet - controlled	198,297	231,488	234,361
	Department of the Premier and Cabinet - administered	219,960	218,959	193,426
1-29	Corporate Administration Agency	33,721	27,079	11,573
1-36	Library Board of Queensland	54,495	55,612	55,224
1-44	Queensland Art Gallery	31,134	37,346	38,464
1-52	Queensland Events Corporation Pty Ltd	14,230	16,730	16,930
1-59	Queensland Museum	28,253	29,420	28,000
1-67	Queensland Performing Arts Trust	33,513	37,842	32,907
1-74	South Bank Corporation	70,435	77,052	78,345

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Premier and Minister for the Arts is responsible for all functions within this department.

STRATEGIC ISSUES

The department is the lead public sector agency and has whole-of-Government coordination responsibility for policy advice relating to constitutional, intergovernmental relations, economic, environment, and social impact.

The department's strategic objectives are:

- supporting the Premier in her roles as Parliamentary Leader of the Government, Chair of Cabinet, Chief Advisor to the Governor, Member of the Council of Australian Governments (COAG), Chair of the Council for the Australian Federation and Minister for the Arts
- supporting and advising the Premier and Cabinet, Ministers and agencies to ensure the structures and processes of government run efficiently
- providing executive and support services for the Premier and other departments
- leading policy development and coordination across government
- supporting Cabinet and Cabinet Committee decision-making.

These objectives are supported by performance indicators which are monitored enabling the department to assess its progress in meeting the strategic objectives.

Through Arts Queensland (AQ), the department is also dedicated to supporting and growing a strong and diverse arts and culture sector that celebrates Queensland's unique identity and cultural heritage, develops the creative capital and economy of Queensland and enriches the lives of all Queenslanders.

The department collaborates with public sector agencies, other governments and stakeholders to assist the Premier and Cabinet to make informed decisions on issues, trends and developments that potentially impact on Queensland and its people, and to support a diverse, dynamic and vibrant cultural life.

The department is committed to providing strategic, high quality information, analysis and advice that helps to build *Tomorrow's Queensland*: strong, green, smart, healthy and fair.

2010-11 HIGHLIGHTS

As part of delivering the Government's 2020 vision *Toward Q2: Tomorrow's Queensland*, during 2010-11 the department will:

- support COAG's continuing reform agendas including health and hospital reform
- produce a strong legislative program on sensitive and important public issues and contribute to the drafting of national scheme legislation
- improve information available on the operation of fundamental legislative principles in legislation and on drafting local laws and university statutes
- improve public access to legislation and legislative information, in particular by the introduction of authorised electronic reprints

- further develop information technology and information management processes to improve the efficiency of the legislative drafting service, and to enhance continuous easy access by clients, in particular by automation of the legislative information collection
- lead the development of the second stage of reforms for the Government's Integrity and Accountability agenda in Queensland
- provide effective support for Parliament, Cabinet and government decision-making processes
- deliver regular People's Question Time, providing opportunities for people to engage with the Premier, Government Ministers and panel guests on topical issues
- respond to the growth challenges in South East Queensland
- invest \$10 million over four years to continue the commissioning of significant public art projects through the art+place Queensland Government Public Art Fund
- invest \$1 million in arts and cultural capital infrastructure for regional communities, as year one of a \$4 million, four-year program
- contribute \$2.5 million for the detailed planning study for the Cairns Cultural Precinct, and the State will contribute \$40 million worth of land as a major contribution to the project
- provide \$1.2 million for the delivery of the Ideas Festival in 2011 and 2013
- provide an additional \$1.2 million over two years to support the Cairns Indigenous Art Fair, increasing the total contribution of the four-year *Backing Indigenous Arts* program to \$11.9 million
- invest \$10 million in Queensland's small-to-medium arts sector
- invest \$1 million over two years to develop a business case for redevelopment of the Queensland Museum South Bank campus
- host the inaugural Design Triennial, an initiative of the *Queensland Design Strategy 2020*, to showcase innovation and design excellence, nurture business collaborations and promote design culture.

RECENT ACHIEVEMENTS

During 2009-10 the department:

- facilitated the Premier's Disaster Relief Appeal Fund for Queensland's flood and cyclone victims
- managed the policy development and ongoing implementation of the Queensland Renewable Energy plan, which seeks to stimulate up to \$3.5 billion in new investment, create up to 3,500 new jobs and reduce greenhouse gas emissions by more than 40 million tonnes
- continued the implementation of *Brokering Balance: A Public Interest Map for Queensland Government Bodies*
- successfully delivered Queensland's 150th Celebrations reflecting on the State's past and celebrating Queensland's future
- opened *The Edge* at the Cultural Centre, a \$10.2 million digital culture centre for young people
- hosted the inaugural Cairns Indigenous Art Fair as part of the \$11.9 million *Backing Indigenous Arts* program, attracting over 10,000 attendees and selling over \$0.5 million worth of art work
- launched the *Queensland Arts and Cultural Sector Plan 2010-2013*, the *artbeat: Regional Arts and Culture Strategy 2010-2014* and the *Aboriginal and Torres Strait Islander Arts Strategy 2009-2010*

- provided \$3 million of a total \$12 million jointly funded with the Australian Government project to co-locate the Queensland Symphony Orchestra with the Australian Broadcasting Corporation at South Bank
- invested \$5.3 million in the new annual Brisbane Festival incorporating *Riverfestival* which attracted an audience of more than a million people; and \$3.2 million in the Queensland Music Festival which provided 44 events to over 148,000 people in 20 regions
- provided \$0.3 million in partnership with the Australia Council for the Arts, for the creation and presentation of Indigenous theatre projects in Queensland
- supported Screen Queensland Pty Ltd to secure the production of *Chronicles of Narnia - The Voyage of the Dawn Treader*, filmed on location in Wellington Point and at Warner Roadshow Studios
- invested \$0.5 million with the Australia Council for the Arts to deliver performing arts and writing projects in six regional communities, as year one of a \$1.5 million three-year investment
- delivered the *Queensland Research and Development (R&D) Investment Strategy 2010-2020*, the *Queensland R&D Expenditure Report 2008-09* and the Science in Parliament event
- commissioned seven substantial pieces of research under the Indigenous Criminal Justice Research Agenda
- supported progress of a broad range of new COAG reform agendas including health and hospital reform, early childhood, natural disaster resilience, nation building and jobs creation and business regulation and competition
- delivered the first annual *Toward Q2: Tomorrow's Queensland* progress report and launched the Q2 Partners program
- coordinated the successful Search for the Centaur project, locating and documenting the wreck of the AHS Centaur in approximately 2,000 metres of water and coordinating commemorative activities
- delivered three People's Question Times from February 2010
- drafted significant legislation including: a preamble for the constitution honouring Indigenous Queenslanders and acknowledging the achievements of our forebears of many backgrounds; integrity, the right to information and information privacy; sustainable planning, greenhouse gases and protection of the Great Barrier Reef; criminal organisations, criminal history screening and the Queensland Civil and Administrative Tribunal; and South East Queensland water restructuring, local government and rail safety
- contributed to legislation by: advising on principles and alternative ways of achieving policy objectives; notifying departments of the automatic expiry of subordinate legislation; and assisting with national scheme legislation
- implemented reforms relating to the Government Response to Integrity and Accountability in Queensland
- organised the Queensland Growth Management Summit in March 2010
- finalised the 2009 Reef Water Quality Protection Plan with the Australian Government to coordinate initiatives to halt and reverse the decline in water quality entering the Reef by 2013
- proactively released Cabinet material including more than 150 Cabinet decisions and supported eight Community Cabinets, coordinating more than 986 community group deputations with Ministers and senior staff, including the largest Community Cabinet held at Innisfail and Mareeba

- worked in partnership with the Department of Education and Training to develop *A Flying Start for Queensland Children* Green Paper to shape the education system to provide a better future for children

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

The department's services are:

Policy Advice, Coordination and Cabinet Support Service

Policy Advice, Coordination and Cabinet Support Service provides policy advice and coordination for the Premier and Cabinet and supports Cabinet and Cabinet-related activities. The service provides detailed briefings to the Premier on policy from design and development, through coordination to implementation and delivery. The service also monitors performance and delivery of whole-of-Government policy commitments. Through this service the Premier receives detailed briefs on all matters before Cabinet and Cabinet sub-committees. It coordinates a broad range of whole-of-Government activities and provides expert advice on the operation of Cabinet and its related processes; administration of all Cabinet information; custodianship of the Cabinet record from current and previous governments and direct logistical support to Ministers in Cabinet meetings.

Government and Executive Support Service

Government and Executive Support Service provides policy advice to the Premier in relation to executive government and machinery-of-Government matters, support to the administration of business before the Executive Council, support services to Ministerial Offices, Parliamentary Secretaries and the Office of the Leader of the Opposition, and fixed-wing services to meet emergency and other aviation needs of the community and the government. In addition, the service is involved in the management and coordination of events, State occasions, official visits and functions and whole-of-Government communications activities.

Arts and Culture Service

Arts Queensland aims to build a strong arts and cultural sector that enriches the lives of all Queenslanders. Services provided include: policy development, advice and planning; arts and cultural funding; support for Queensland's arts statutory authorities and government owned companies; provision of capital infrastructure and management of the State's cultural assets including the Cultural Centre at South Bank and the Judith Wright Centre of Contemporary Arts.

Legislative Drafting, Advisory and Information Service

Legislative Drafting, Advisory and Information Service (LDAIS) provides comprehensive high-quality legislative drafting, advisory services and publications, and the continual enhancement of legislation and legislative information to Government and the community. LDAIS is delivered by the Office of the Queensland Parliamentary Counsel and provides the Government's legislative reform agenda.

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services²				
Policy Advice, Coordination and Cabinet Support Service		186	180	182
Government and Executive Support Service	3	179	199	183
Arts and Culture Service	4	79	128	128
Legislative Drafting, Advisory and Information Service		62	60	68
Total services		506	567	561
ADMINISTERED				
Ministerial Offices and Office of the Leader of the Opposition		239	241	245
Total Administered Items		239	241	245
SHARED SERVICE INITIATIVE				
Corporate Administration Agency	4	119	85	85
Total shared service initiative		119	85	85
Corporate services provided to other agencies		17	16	13
Total		881	909	904

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Corporate FTEs are allocated across the services to which they relate.
3. An increase between the 2009-10 Budget and 2009-10 Estimated actual primarily due to positions associated with the 2018 Gold Coast Commonwealth Games Bid, whole-of-Government Image Library, Social Media, People's Question Time, Transport and Infrastructure Project and the Executive Correspondence Unit.
4. The change in FTEs from the 2009-10 Budget to 2009-10 Estimated actual is due to the transfer of responsibility for facilities management operations from the Corporate Administration Agency to the Arts and Culture Service.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Policy Advice, Coordination and Cabinet Support Service	41,002	40,103	899
Government and Executive Support Service	52,213	49,555	1,675	..	983
Arts and Culture Service	129,524	108,233	14,004	7,000	287
Legislative Drafting, Advisory and Information Service	9,606	9,571	35
Total²	232,345	207,462	15,714	7,000	2,169

Notes:

1. Explanations of variances are provided in the financial statements.
2. The total revenue sources do not equal the "Total income" in the financial statements as the Department provides corporate services to the Public Service Commission, Queensland Treasury, Department of Infrastructure and Planning, and the Office of the Governor.

ADMINISTERED ITEMS

The Department of the Premier and Cabinet administers grant funding to Screen Queensland Pty Ltd and the Queensland Theatre Company. The department also administers grant funding to the Library Board of Queensland, Queensland Art Gallery, Queensland Events Corporation Pty Ltd, Queensland Museum, Queensland Performing Arts Trust and South Bank Corporation which are separate entities under the Government's financial management framework and within the Service Delivery Statement. In addition, the department administers funding to Ministerial Offices and Office of the Leader of the Opposition and payments in relation to former Governors of Queensland.

DESCRIPTION

Ministerial Offices and Office of the Leader of the Opposition

The key clients of this administered item are Ministers, Parliamentary Secretaries and the Leader of the Opposition. The services provided are:

- support for Ministers to assist in undertaking their responsibilities as Ministers of the Crown
- management of policy, media, secretarial and administrative staff and associated resources for all Ministerial Offices
- maintaining adequate procedures to ensure the financial accountability of these offices in accordance with the *Queensland Ministerial Handbook*
- providing similar corporate support for the Office of the Leader of the Opposition.

The accounting, purchasing, information technology, asset management and personnel requirements for these administered areas are supplied by Ministerial Services within the Government and Executive Support service.

Recent achievements

Significant achievements in 2009-10:

- comprehensive professional development program delivered to Ministerial staff (Australia and New Zealand School of Government program and knowledge consulting program)
- implemented a new overseas travel support arrangements for Ministerial and Opposition offices.

Future developments

During 2010-11, the following significant developments are planned:

- the introduction of new legislation to ensure a discrete framework for the employment of ministerial staff and provide clear direction on their rights and responsibilities
- delivery of accountability and ethics training for ministerial staff
- continue to update the *Queensland Ministerial Handbook* and the *Queensland Opposition Handbook* for legislative and policy changes to meet contemporary needs and accountability standards.

Financial statements and variance explanations in relation to Administered Items appear in the Departmental Financial Statements.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Administered Item: Ministerial Offices and Office of the Leader of the Opposition				
Staff numbers		239	241	245
Policies and Guidelines		Ongoing review		New employment legislation to be introduced in July 2010
Public Report of office expenses to Parliament		February and August Monthly	February and August Monthly	February and August Monthly
Financial reporting to individual Ministers and the Office of the Leader of the Opposition				
State contribution (\$000)		39,712	40,089	42,180
Other revenue (\$000)	
Total cost (\$000)		39,712	40,089	42,180

BUDGET AND EXPENSES BY OFFICE

Budget and Expenses by Office ¹	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Premier and Minister for the Arts	2	5,383	5,314	5,472
Deputy Premier and Minister for Health		2,262	2,152	2,324
Treasurer and Minister for Employment and Economic Development		1,853	1,853	2,026
Minister for Public Works and Information and Communication Technology		1,382	1,243	1,518
Minister for Natural Resources, Mines and Energy and Minister for Trade		1,779	1,720	1,755
Minister for Education and Training		1,824	1,759	1,909
Minister for Police, Corrective Services and Emergency Services		1,743	1,639	1,918
Minister for Main Roads	3	1,361	1,422	1,773
Minister for Primary Industries, Fisheries and Rural and Regional Queensland		1,599	1,599	1,700
Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships		1,317	1,268	1,350
Minister for Infrastructure and Planning		1,723	1,632	1,732
Minister for Transport		1,419	1,380	1,631
Minister for Tourism and Fair Trading		1,476	1,425	1,666
Minister for Child Safety and Minister for Sport		1,497	1,474	1,698
Minister for Community Services and Housing and Minister for Women		1,561	1,409	1,606
Minister for Disability Services and Multicultural Affairs		1,406	1,380	1,465
Minister for Climate Change and Sustainability		1,283	1,338	1,477
Attorney-General and Minister for Industrial Relations		1,332	1,370	1,598
Total Ministerial Offices		32,198	31,377	34,618
Parliamentary Secretary to the Premier and Minister for the Arts		94	94	104
Parliamentary Secretary for Health		75	75	78
Parliamentary Secretary for Employment and Economic Development		94	94	98
Parliamentary Secretary for Natural Resources, Mines and Energy and Trade		71	78	86
Parliamentary Secretary for Education	4	86	86	73
Parliamentary Secretary for Emergency Services	5	67	67	86
Parliamentary Secretary for Industrial Relations		70	70	73
Parliamentary Secretary for Disability Services and Multicultural Affairs		66	66	76
Parliamentary Secretary for Tourism		83	83	92
Total Parliamentary Secretaries		706	713	766
Total for Ministerial Offices and Parliamentary Secretaries		32,904	32,090	35,384
Office of the Leader of the Opposition		2,880	2,936	3,190
Total for Non-Government support		2,880	2,936	3,190
Corporate Support		3,928	3,063	3,606
IT Replacement Program			2,000	
GRAND TOTAL		39,712	40,089	42,180

Notes:

1. Figures may not add due to rounding.
2. The Office of the Premier and Minister for the Arts included the Townsville regional office in 2009-10.
3. The Office of the Minister for Main Roads includes the Townsville regional office in 2010-11.
4. The Parliamentary Secretary for Education changed on 16 April 2010.
5. The Parliamentary Secretary for Emergency Services changed on 16 April 2010.

STAFF BY OFFICE

Staff by Office ¹	Notes	2009-10 Est. act.	2010-11 Estimate
Premier and Minister for the Arts	2	36	32
Deputy Premier and Minister for Health		16	16
Treasurer and Minister for Employment and Economic Development		12	13
Minister for Public Works and Information and Communication Technology		8	9
Minister for Natural Resources, Mines and Energy and Minister for Trade		14	13
Minister for Education and Training		13	14
Minister for Police, Corrective Services and Emergency Services		12	13
Minister for Main Roads	3	9	11
Minister for Primary Industries, Fisheries and Rural and Regional Queensland		10	10
Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships		9	8
Minister for Infrastructure and Planning		11	11
Minister for Transport		10	11
Minister for Tourism and Fair Trading		10	11
Minister for Child Safety and Minister for Sport		10	11
Minister for Community Services and Housing and Minister for Women		11	10
Minister for Disability Services and Multicultural Affairs		9	9
Minister for Climate Change and Sustainability		9	10
Attorney-General and Minister for Industrial Relations		10	11
Total for Ministerial Offices		219	223
Office of the Leader of the Opposition		22	22
Total for Non-Government support		22	22
Corporate Support	
GRAND TOTAL		241	245

Notes:

1. Figures may not add due to rounding.
2. The Office of the Premier and Minister for the Arts included the Townsville regional office in 2009-10.
3. The Office of the Minister for Main Roads includes the Townsville regional office in 2010-11.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Policy Advice, Coordination and Cabinet Support Service				
Number of Cabinet meetings supported		47	45	46
Number of Community Cabinet meetings supported		10	10	10
Number of Cabinet Committee meetings supported		75	101	100
Percentage of Cabinet Secretariat timeframes met for Cabinet decisions	1	95%	95%	100%
		success in circulation by 4.30pm day following		
Percentage of stakeholders satisfied or more than satisfied with DPC support in completion of the Cabinet bag		New measure	..	90%
Percentage of stakeholders satisfied or more than satisfied or more than satisfied with DPC support for Cabinet Committees		New measure	..	100%
Percentage of stakeholders satisfied or more than satisfied with DPC engagement with the policy development process		New measure	..	95%
Stakeholder satisfaction with quality and timeliness of reports		New measure	..	90%
Level of satisfaction from line agencies with the process of contributing to implementation reports		New measure	..	90%
State contribution (\$000)		34,381	39,828	40,103
Other revenue (\$000)		899	1,157	899
Total cost (\$000)		35,280	40,985	41,002

Service: Government and Executive Support Service

Number of Executive Council Minutes		975	900	900
Number of Ministerial Office training days provided		150	137.75	120
Total flying hours achieved (organ retrievals, search and rescue, official transport, other)		750	680	750

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of event activities organised for Queensland	2	34	48	34
Number of speeches and related services prepared		400	420	400
Number of process improvement reviews undertaken	3	16	45	32
Percentage of RTI applications processed within statutory timeframes		100%	100%	100%
Level of satisfaction by Executive Managers with the identification of opportunities to promote Queensland		New measure	..	85%
Percentage of requests for information released administratively	3,4	New measure
Percentage of stakeholders satisfied or more than satisfied with DPC support in relation to Executive Council process		New measure	..	85%
Percentage of stakeholders satisfied or more than satisfied with DPC support in relation to significant appointment process		New measure	..	85%
State contribution (\$000)		41,984	51,447	49,555
Other revenue (\$000)		2,412	3,581	2,658
Total cost (\$000)		44,396	55,028	52,213

Service: Arts and Culture Service

Level of attendance and participation in subsidised arts sector events	5	4,200,000	4,146,674	4,100,000
Level of client satisfaction with Arts Queensland's funding programs and services	6,7	80%	76%	80%
Percentage of grant funding informed by industry peer assessment	8	New measure	..	95%
Percentage of grant approvals processed within required timeframes		95%	99%	95%
Percentage of grant acquittals processed within required timeframes		90%	84%	90%
Percentage of funding provided to people from target groups	9	40%	37%	40%
Proportion of funding allocated to artists, arts workers and non-government arts and cultural organisations		82%	86%	84%

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Utilisation of state-owned arts and cultural facilities	10	New measure	..	3,800,000
State contribution (\$000)		101,156	107,014	108,233
Other revenue (\$000)		5,213	16,190	21,291
Total cost (\$000)		106,369	123,204	129,524

Service: Legislative Drafting, Advisory and Information Service

Reasonable levels of output:	11			
Number of Bills provided		..	65	..
Number of instruments of subordinate legislation provided		..	300	..
Number of pages of Bills and subordinate legislation provided		..	7,000	..
Number of amendments during consideration in detail provided		..	39	..
Number of pages of amendments during consideration in detail provided		..	171	..
Number of pages prepared in camera-ready form for publication		..	240,000	..
High client satisfaction: Qualitative evaluation of client satisfaction of direct Government drafting clients	12	85%	85%	85%
High proportion of deadlines met: Percentage of agreed deadlines met for:				
Printed publications	12			
- mandatory deadlines		100%	100%	100%
- other deadline		90%	90%	90%
Electronic publications	12	75%	75%	75%
State contribution (\$000)		9,044	9,215	9,571
Other revenue (\$000)		28	28	35
Total cost (\$000)		9,072	9,243	9,606

Notes:

1. Target relates to success in circulation of decision by 4:30pm the day following the Premier's approval.
2. Variance attributed to Integrity and Accountability Forums and Kurilpa Bridge Opening.
3. This is a demand driven measure and fluctuates accordingly.
4. This is only information released from the Right to Information (RTI) unit and does not include other areas of the department that release information administratively.
5. The wording of the service standard has been amended to reflect the range of ways people engage in arts and culture – as attendees (audience members) and as active participants
6. The satisfaction survey included applicants to Sector Project Grants, Small to medium program (s2m), Building Skills and Opportunities, Regional Arts Development Fund (RADF) and art+place Queensland Government Public Art Fund.
7. There has been a minor wording change to the service standard to improve readability.
8. The new service standard indicates the proportion of grant funding allocated to the sector that has been informed by industry expert advice. The standard refers to funding decisions made as part of competitive or open grant programs and does not include targeted funding decisions and administered funding to statutory authorities.

9. This service standard refers to grant recipients who self identify with one or more of the following target groups: Aboriginal people; Torres Strait Islander people; people from culturally and linguistically diverse backgrounds; children; young people; people with disabilities; Australian South Sea Islanders; and older people. It does not include funding programs dedicated to specific target groups.
10. The service standard demonstrates Arts Queensland's effectiveness in managing state-owned arts and cultural facilities including the Cultural Centre at South Bank and Judith Wright Centre of Contemporary Arts.
11. Workloads are driven by the government's legislative program and the sittings pattern of the Legislative Assembly. Services are not consistent throughout the year and may vary from year to year.
12. The collection method for this service standard has been revised to more accurately capture the data being measured.

INCOME STATEMENT

Department of the Premier and Cabinet	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,9	186,565	207,504	207,462
User charges	2,10	9,353	16,353	17,730
Grants and other contributions	3,11	2,163	7,415	8,953
Other revenue		216	216	216
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		198,297	231,488	234,361
Expenses				
Employee expenses	4,12	55,274	58,864	61,124
Supplies and services	5,13	31,582	58,108	61,374
Grants and subsidies	6,14	69,239	70,068	66,545
Depreciation and amortisation	7,15	40,683	41,983	43,098
Finance/borrowing costs		1,080	1,080	1,018
Other expenses	8,16	439	1,385	1,202
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		198,297	231,488	234,361
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Department of the Premier and Cabinet	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		18,938	18,938	18,431
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		18,938	18,938	18,431
Surplus/(deficit) for the period	
Total recognised income and expense for the period		18,938	18,938	18,431
Equity injection/(withdrawal)		(29,010)	(31,080)	(39,875)
Equity adjustments (MoG transfers)		295	295	..
Total movement in equity for period		(9,777)	(11,847)	(21,444)

BALANCE SHEET

Department of the Premier and Cabinet	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	17,29	30,336	6,668	5,958
Receivables	18,30	5,209	7,628	7,628
Other financial assets	
Inventories		146	113	113
Other	19,31	220	888	888
Non-financial assets held for sale	
Total current assets		35,911	15,297	14,587
NON-CURRENT ASSETS				
Receivables	20	..	8,100	..
Other financial assets	
Property, plant and equipment	21,32	859,906	834,304	811,870
Intangibles	22,33	3,704	4,283	4,822
Other	
Total non-current assets		863,610	846,687	816,692
TOTAL ASSETS		899,521	861,984	831,279
CURRENT LIABILITIES				
Payables	23,34	13,277	1,858	1,858
Accrued employee benefits	24,35	1,746	2,634	2,634
Interest-bearing liabilities and derivatives	25,36	1,238	2,177	2,214
Provisions	
Other	
Total current liabilities		16,261	6,669	6,706
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	26	14,763	22,776	13,478
Provisions	
Other	
Total non-current liabilities		14,763	22,776	13,478
TOTAL LIABILITIES		31,024	29,445	20,184
NET ASSETS/(LIABILITIES)		868,497	832,539	811,095
EQUITY				
Capital/contributed equity	27,37	481,801	479,423	439,548
Retained surplus/(accumulated deficit)		11,111	11,111	11,111
Reserves:				
- Asset revaluation reserve	28,38	375,585	342,005	360,436
- Other	
TOTAL EQUITY		868,497	832,539	811,095

CASH FLOW STATEMENT

Department of the Premier and Cabinet	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	39,50	186,565	213,621	207,462
User charges	40,51	10,033	16,876	18,410
Grants and other contributions	41,52	2,163	7,415	8,953
Other		2,856	2,856	2,856
Outflows:				
Employee costs	42,53	(55,274)	(58,864)	(61,124)
Supplies and services	43,54	(33,927)	(66,570)	(64,014)
Grants and subsidies	44,55	(69,239)	(71,365)	(66,545)
Borrowing costs		(1,080)	(1,080)	(1,018)
Other	45,56	(1,119)	(2,595)	(1,882)
Net cash provided by/(used in) operating activities		40,978	40,294	43,098
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	46,57	..	1,084	8,100
Outflows:				
Payments for property, plant and equipment and intangibles	47,58	(12,106)	(17,258)	(2,772)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(12,106)	(16,174)	5,328
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	48,59	9,110	8,740	..
Outflows:				
Borrowing redemptions	49,60	(1,099)	(2,226)	(9,261)
Finance lease payments	
Equity withdrawals		(38,120)	(39,820)	(39,875)
Net cash provided by/(used in) financing activities		(30,109)	(33,306)	(49,136)
Net increase/(decrease) in cash held		(1,237)	(9,186)	(710)
Cash at the beginning of financial year		31,573	15,854	6,668
Cash transfers from restructure	
Cash at the end of financial year		30,336	6,668	5,958

ADMINISTERED INCOME STATEMENT

Department of the Premier and Cabinet	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	
Taxes, fees and fines	
Royalties, property income and other territorial Revenue	
Interest		327	327	263
Administered revenue	62	219,633	218,632	193,163
Other	61,63	2,764
Total revenues		222,724	218,959	193,426
Expenses				
Supplies and services	64	12,987	13,457	14,341
Depreciation and amortisation		350	350	350
Grants and subsidies	65	179,809	178,412	150,848
Benefit payments	
Borrowing costs		327	327	263
Other	66	26,487	26,413	27,624
Total expenses		219,960	218,959	193,426
Net surplus or deficit before transfers to Government		2,764
Transfers of administered revenue to Government		2,764
OPERATING SURPLUS/(DEFICIT)	

ADMINISTERED BALANCE SHEET

Department of the Premier and Cabinet	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		9,792	7,313	8,540
Receivables	67,69	1,556	2,272	2,273
Inventories	
Other		25	267	267
Non-financial assets held for sale	
Total current assets		11,373	9,852	11,080
NON-CURRENT ASSETS				
Receivables	70	4,000	4,325	3,325
Other financial assets	
Property, plant and equipment		558	601	582
Intangibles	
Other	
Total non-current assets		4,558	4,926	3,907
TOTAL ADMINISTERED ASSETS		15,931	14,778	14,987
CURRENT LIABILITIES				
Payables		1,545	1,641	1,640
Transfers to Government payable	
Interest-bearing liabilities		1,000	1,000	1,000
Other	
Total current liabilities		2,545	2,641	2,640
NON-CURRENT LIABILITIES				
Payables	68,71	6,291	4,713	5,913
Interest-bearing liabilities	72	4,000	4,325	3,325
Other		20	10	20
Total non-current liabilities		10,311	9,048	9,258
TOTAL ADMINISTERED LIABILITIES		12,856	11,689	11,898
ADMINISTERED NET ASSETS/(LIABILITIES)		3,075	3,089	3,089
EQUITY				
Capital/Contributed equity		3,712	3,726	3,726
Retained surplus/(Accumulated deficit)		(637)	(637)	(637)
Reserves:				
- Asset revaluation reserve	
- Other	
TOTAL ADMINISTERED EQUITY		3,075	3,089	3,089

ADMINISTERED CASH FLOW STATEMENT

Department of the Premier and Cabinet	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	77	219,633	219,830	193,163
Grants and other contributions	73,78	2,764
Taxes, fees and fines	
Royalties, property income and other territorial revenues	
Other		326	326	262
Outflows:				
Transfers to Government	74,79	(2,764)
Grants and subsidies	80	(179,809)	(178,412)	(150,848)
Supplies and services	75,81	(12,987)	(14,655)	(14,341)
Borrowing costs		(327)	(327)	(263)
Other	76,82	(25,278)	(24,181)	(26,415)
Net cash provided by/(used in) operating activities		1,558	2,581	1,558
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed		1,000	1,000	1,000
Outflows:				
Payments for property, plant and equipment and intangibles		(331)	(331)	(331)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		669	669	669
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions		(1,000)	(1,000)	(1,000)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(1,000)	(1,000)	(1,000)
Net increase/(decrease) in cash held		1,227	2,250	1,227
Administered cash at beginning of financial year		8,565	5,063	7,313
Cash transfers from restructure	
Administered cash at end of financial year		9,792	7,313	8,540

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in service revenue due to new funding provided for the 2018 Gold Coast Commonwealth Games Bid, the 2010 Growth Management Summit, Integrity and Accountability Reforms, Information Technology projects and the Cairns Indigenous Art Fair. Additional ongoing funding was provided for the Performance and Delivery Office and increased depreciation associated with the completion of the Queensland Performing Arts Centre refurbishment in late 2008-09. Funding was transferred from administered revenue to service revenue to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. Funding was also deferred from 2008-09 for projects including the Search for the Centaur, the Right to Information and Information Privacy reforms, Reef Water Quality Protection Plan, Queensland's 150th Celebrations and SmartCab. These increases have been partially offset by deferred funding into 2010-11 for SmartCab, Right to Information and Information Privacy reforms, art+place Queensland Government Public Art Fund, Regional Theatre and Regional Writing, and the Asia Pacific Design Triennial.
2. An increase in user charges primarily due to lease payments made by Arts Statutory Authorities now being paid to the department as the owner of the Cultural Precinct under the new governance model, as well as revenues associated with the introduction of the whole-of-Government Image Library managed by the department. This increase has been partly offset by the downscaling of Information Technology and Library services provided to other agencies.
3. An increase in grants and other contributions primarily due to additional sponsorships received for Queensland's 150th Celebrations, contributions received for the Kurilpa Bridge Opening from the Department of Public Works, contribution to the development of a whole-of-Government Image Library from the ICT Innovation Fund and funding for the Reef Rescue and Monitoring project from the Department of Environment and Resource Management.
4. An increase in employee expenses associated with the establishment of the 2018 Gold Coast Commonwealth Games Bid, Integrity and Accountability Reforms, the Cairns Indigenous Art Fair, the whole-of-Government Image Library and the Performance and Delivery Office as well as deferrals from 2008-09 for the Right to Information and Information Privacy reforms. Staff were also transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.
5. An increase in supplies and services associated with the establishment of the 2018 Gold Coast Commonwealth Games Bid, the 2010 Growth Management Summit, Integrity and Accountability Reforms, Information Technology projects, the Cairns Indigenous Art Fair, the Performance and Delivery Office, the whole-of-Government Image Library, the Kurilpa Bridge Opening, the Reef Rescue and Monitoring project and deferred projects from 2008-09 for projects including the Search for the Centaur, the Right to Information and Information Privacy reforms, Reef Water Quality Protection Plan, Queensland's 150th Celebrations and SmartCab. Facilities management contracts were also transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.
6. An increase in grants and subsidies primarily due to the Cairns Indigenous Art Fair and increases in in-kind event sponsorship.
7. An increase in depreciation primarily due to the completion of the Queensland Performing Arts Centre refurbishment in late 2008-09.
8. An increase in other expenses primarily due to building owner insurance transferred from Corporate Administration Agency as part of the new facility management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

9. An increase in service revenue primarily due to new funding provided for the 2018 Gold Coast Commonwealth Games Bid, the Council of Australian Governments' Reform agenda and the Ideas Festival. Additional funding has been provided for Regional Arts Infrastructure and the Queensland Museum Business Case development, the Reef Water Quality Protection Plan, the Performance and Delivery Office, Cairns Indigenous Arts Fair, art+place Queensland Government Public Art Fund, the Great Barrier Reef Marine Park Authority and Enterprise Bargaining arrangements. Funding was also transferred from administered revenue to service revenue to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. Funding has also been deferred into 2010-11 for SmartCab, Right to Information and Information Privacy reforms, art+place Queensland Government Public Art Fund, Regional Theatre and Regional Writing projects, and the Asia Pacific Design Triennial. These increases have been partially offset by the completion of Queensland's 150th Celebrations in 2009.
10. An increase in user charges primarily due to lease payments made by Arts Statutory Authorities now being paid to the department as the owner of the Cultural Precinct under the new governance model, as well as revenues associated with the introduction of the whole-of-Government Image Library managed by the department. This increase has been partly offset by the downscaling of Information Technology and Library services provided to other agencies.
11. An increase in grants and other contributions primarily due to revenue received from other State entities and the Australian Government for the co-location of the Queensland Symphony Orchestra with the Australian Broadcasting Corporation at South Bank.
12. An increase in employee expenses primarily due to the 2018 Gold Coast Commonwealth Games Bid, the Ideas Festival, Cairns Indigenous Arts Fair, the Performance and Delivery Office, the whole-of-Government Image Library, art+place Queensland Government Public Art Fund and Enterprise Bargaining arrangements. Staff have also been transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. These increases have been partially offset by the completion of Queensland's 150th Celebrations in 2009.

13. An increase in supplies and services primarily due to the 2018 Gold Coast Commonwealth Games Bid, the Ideas Festival, a Queensland Museum Business Case development, Cairns Indigenous Arts Fair, the Performance and Delivery Office, art+place Queensland Government Public Art Fund, the whole-of-Government Image Library and projects deferred into 2010-11 for SmartCab, Right to Information and Information Privacy reforms and the Asia Pacific Design Triennial. Facilities management contracts have also been transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. These increases have been partially offset by the completion of Queensland's 150th Celebrations in 2009.
14. A decrease in grants and subsidies primarily due to one-off capital grants being paid in 2009-10 for the Cobb and Co Museum and for the relocation of the Queensland Symphony Orchestra into the new ABC building at South Bank, partly offset by additional grants for the Regional Arts Infrastructure and deferred projects into 2010-11 for art+place Queensland Government Public Art Fund, the Great Barrier Reef Marine Park Authority, Regional Theatre and Regional Writing projects and the Cairns Indigenous Arts Fair.
15. An increase in depreciation primarily due to the completion of the Queensland Performing Arts Centre refurbishment in late 2008-09.
16. An increase in other expenses primarily due to building owner insurance transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

17. A decrease in cash primarily due to the completion of the Queensland Performing Arts Centre refurbishment in June 2009 rather than July 2009 as anticipated, as well as an anticipated reduction in current payables.
18. An increase in current receivables primarily due to fluctuations in accrued revenue between years.
19. An increase in other current assets primarily due to fluctuations in prepaid expenses between years.
20. An increase in non-current receivables due to outstanding loans made to Screen Queensland Pty Ltd.
21. A decrease in property, plant and equipment primarily due to lower than estimated revaluation of Queensland Cultural Centre Assets and Queensland Government Aircraft at the end of 2008-09.
22. An increase in intangibles due to enhancements in information processing applications including upgrades to the department's electronic Documents and Records Management system, internet software applications and legislative databases.
23. A decrease in current payables primarily due to fluctuations in accrued expenditure between years.
24. An increase in accrued employee benefits reflecting annual leave payable to the Annual Leave Central Scheme at year end.
25. An increase in current interest-bearing liabilities and derivatives primarily due to a change in accounting treatments of loans which resulted in the transfer of the Revolving Film Finance Fund from Administered to Controlled.
26. An increase in non-current interest-bearing liabilities and derivatives due to loans raised for Screen Queensland Pty Ltd.
27. A decrease in capital/contributed equity primarily due to the transfer of the State Crisis Centre to the Queensland Police Service and the return of cash to the State Government to match funded depreciation expense in relation to Queensland Cultural Centre infrastructure.
28. A decrease in the asset revaluation reserve due to a lower than estimated value of Queensland Cultural Centre assets and Queensland Government Aircraft at the end of 2008-09.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

29. A decrease in cash primarily due to the completion of the Queensland Performing Arts Centre refurbishment in June 2009 rather than July 2009 as anticipated, as well as an anticipated reduction in current payables.
30. An increase in current receivables primarily due to fluctuations in accrued revenue between years.
31. An increase in other current assets primarily due to fluctuations in prepaid expenses between years.
32. A decrease in property, plant and equipment primarily due to accumulated depreciation on the Queensland Cultural Centre Assets and Queensland Government Aircraft. This decrease will be partly offset by the expected increased valuation of the Queensland Cultural Centre Assets at the end of 2010-11.
33. An increase in intangibles primarily due to enhancements in information processing applications including upgrades to the department's electronic Documents and Records Management system, internet software applications and legislative databases in 2009-10 as well as the expected completion of SmartCab in 2010-11.
34. Decrease in current payables primarily due to fluctuations in accrued expenditure between years.
35. An increase in accrued employee benefits reflecting annual leave payable to the Annual Leave Central Scheme at year end.
36. An increase in current interest-bearing liabilities and derivatives primarily due to a change in accounting treatments of loans which resulted in the transfer of the Revolving Film Finance Fund from Administered to Controlled.
37. A decrease in capital/contributed equity primarily due to the transfer of the State Crisis Centre to Queensland Police Service and the return of cash to Consolidated Fund to match funded depreciation expense in relation to Queensland Cultural Centre infrastructure.
38. A decrease in the asset revaluation reserve due to a lower than estimated value of Queensland Cultural Centre assets and Queensland Government Aircraft at the end of 2008-09.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

39. An increase in service receipts due to new funding provided for the 2018 Gold Coast Commonwealth Games Bid, the 2010 Growth Management Summit, Integrity and Accountability Reforms, Information Technology projects and the Cairns Indigenous Art Fair. Additional ongoing funding was provided for the Performance and Delivery Office and increased depreciation associated with the completion of the Queensland Performing Arts Centre refurbishment in late 2008-09. Funding was transferred from administered revenue to service revenue to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. Funding was also deferred from 2008-09 for projects including the Search for the Centaur, the Right to Information and Information Privacy reforms, Reef Water Quality Protection Plan, Queensland's 150th Celebrations and SmartCab. These increases have been partially offset by deferred funding into 2010-11 for SmartCab, Right to Information and Information Privacy reforms, art+place Queensland Government Public Art Fund, Regional Theatre and Regional Writing, and the Asia Pacific Design Triennial.
40. An increase in user charges primarily due to lease payments made by Arts Statutory Authorities now being paid to the department as the owner of the Cultural Precinct under the new governance model, as well as revenues associated with the introduction of the whole-of-Government Image Library managed by the department. This increase has been partly offset by the downscaling of Information Technology and Library services provided to other agencies.
41. An increase in grants and other contributions primarily due to additional sponsorships received for Queensland's 150th Celebrations, contributions received for the Kurilpa Bridge Opening from the Department of Public Works, contribution to the development of a whole-of-Government Image Library from the Innovation Fund and funding for the Reef Rescue and Monitoring project from the Department of Environment and Resource Management.
42. An increase in employee costs associated with the establishment of the 2018 Gold Coast Commonwealth Games Bid, Integrity and Accountability Reforms, the Cairns Indigenous Art Fair, the whole-of-Government Image Library and the Performance and Delivery Office as well as deferrals from 2008-09 for the Right to Information and Information Privacy reforms. Staff were also transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.
43. An increase in supplies and services associated with the establishment of the 2018 Gold Coast Commonwealth Games Bid, the 2010 Growth Management Summit, Integrity and Accountability Reforms, Information Technology projects, the Cairns Indigenous Art Fair, the Performance and Delivery Office, the whole-of-Government Image Library, the Kurilpa Bridge Opening, the Reef Rescue and Monitoring project and deferred projects from 2008-09 including the Search for the Centaur, the Right to Information and Information Privacy reforms, Reef Water Quality Protection Plan, Queensland's 150th Celebrations and SmartCab. Facilities management contracts were also transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.
44. An increase in grants and subsidies primarily due to the Cairns Indigenous Art Fair.
45. An increase in other expenses primarily due to building owner insurance transferred from Corporate Administration Agency as part of the new facility management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.
46. An increase in loans and advances redeemed due to repayments on loans raised on behalf of Screen Queensland Pty Ltd.
47. An increase in payments for property, plant and equipment and intangibles due to payments associated with completion of the Queensland Performing Arts Centre refurbishment in 2008-09 being paid this year.
48. A decrease in equity injections due to the transfer of funds to the State Library of Queensland to purchase furniture, fittings and equipment for *The Edge* at the Cultural Centre Auditorium.
49. An increase in borrowing redemptions due to repayments on loans raised on behalf of Screen Queensland Pty Ltd.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

50. An increase in service receipts primarily due to new funding provided for the 2018 Gold Coast Commonwealth Games Bid, the Council of Australian Governments' Reform agenda and the Ideas Festival. Additional funding has been provided for Regional Arts Infrastructure and the Queensland Museum Business Case development, the Reef Water Quality Protection Plan, the Performance and Delivery Office, Cairns Indigenous Arts Fair, art+place Queensland Government Public Art Fund, the Great Barrier Reef Marine Park Authority and Enterprise Bargaining arrangements. Funding was also transferred from administered receipts to service receipts to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. Funding has also been deferred into 2010-11 for SmartCab, Right to Information and Information Privacy reforms, art+place Queensland Government Public Art Fund, Regional Theatre and Regional Writing projects, and the Asia Pacific Design Triennial. These increases have been partially offset by the completion of Queensland's 150th Celebrations in 2009.
51. An increase in user charges primarily due to lease payments made by Arts Statutory Authorities now being paid to the department as the owner of the Cultural Precinct under the new governance model, as well as revenues associated with the introduction of the whole-of-Government Image Library managed by the department. This increase has been partly offset by the downscaling of Information Technology and Library services provided to other agencies.
52. An increase in grants and other contributions primarily due to receipts from other State entities and the Australian Government for the co-location of the Queensland Symphony Orchestra with the Australian Broadcasting Corporation at South Bank.
53. An increase in employee costs primarily due to the 2018 Gold Coast Commonwealth Games Bid, the Ideas Festival, Cairns Indigenous Arts Fair, the Performance and Delivery Office, the whole-of-Government Image Library, art+place Queensland Government Public Art Fund and Enterprise Bargaining arrangements. Staff have also been transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. These increases have been partially offset by the completion of Queensland's 150th Celebrations in 2009.

54. An increase in supplies and services primarily due to the 2018 Gold Coast Commonwealth Games Bid, the Ideas Festival, a Queensland Museum Business Case development, Cairns Indigenous Arts Fair, the Performance and Delivery Office, art+place Queensland Government Public Art Fund, the whole-of-Government Image Library and projects deferred into 2010-11 for SmartCab, Right to Information and Information Privacy reforms and the Asia Pacific Design Triennial. Facilities management contracts have also been transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. These increases have been partially offset by the completion of Queensland's 150th Celebrations in 2009.
55. A decrease in grants and subsidies primarily due to one-off capital grants being paid in 2009-10 for the Cobb and Co Museum and for the relocation of the Queensland Symphony Orchestra into the new ABC building at South Bank, partly offset by additional grants for the Regional Arts Infrastructure and deferred projects into 2010-11 for art+place Queensland Government Public Art Fund, the Great Barrier Reef Marine Park Authority, Regional Theatre and Regional Writing projects and the Cairns Indigenous Arts Fair.
56. An increase in other expenses primarily due to building owner insurance transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.
57. An increase in loans and advances redeemed due to repayments on loans raised on behalf of Screen Queensland Pty Ltd.
58. A decrease in payments for property, plant and equipment and intangibles due to the completion of the Cultural Centre Auditorium projects (*The Edge* and maintenance work) in 2009-10.
59. A decrease in equity injections due to a one-off contribution for Cultural Centre Auditorium projects (*The Edge* and maintenance work) in 2009-10.
60. An increase in borrowing redemptions due to repayments on loans raised on behalf of Screen Queensland Pty Ltd.

Administered income statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

61. A decrease in other revenues reflecting the cessation of the Brisbane City Council contribution towards South Bank Parklands maintenance.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

62. A decrease in administered item revenue primarily due to the cessation of funding to South Bank Corporation for the expansion of the Brisbane Convention and Exhibition Centre and the transfer of funding to service revenue to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. This is partially offset by additional funding provided to the Queensland Art Gallery for the Major Exhibition program, Queensland Events Corporation Pty Ltd for Major Event Securement and the Business Events Tourism initiative, and Enterprise Bargaining arrangements. In addition, funding was carried forward to 2009-10 for Ministerial Offices and Office of the Leader of the Opposition.
63. A decrease in other revenues reflecting the cessation of the Brisbane City Council contribution towards South Bank Parklands maintenance.
64. An increase in supplies and services primarily due to the return of funding deferred in 2009-10 to support the Ministerial Offices and Office of the Leader of the Opposition.
65. A decrease in grants and subsidies primarily due to the cessation of payment to South Bank Corporation for the expansion of the Brisbane Convention and Exhibition Centre and the transfer of funding to service revenue to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. This is partially offset by additional funding provided to the Queensland Art Gallery for the Major Exhibitions program, Queensland Events Corporation Pty Ltd for Major Event Securement and the Business Events Tourism initiative, and Enterprise Bargaining arrangements.
66. An increase in other expenses primarily due to additional funding for Enterprise Bargaining arrangements for Ministerial Offices and Office of the Leader of the Opposition.

Administered balance sheet

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

67. An increase in current receivables reflecting annual leave receivable from the Annual Leave Central Scheme at year end.
68. A decrease in non-current payables due to movements in the severance provisions for Ministerial Offices and Office of the Leader of the Opposition.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

69. An increase in current receivables reflecting annual leave receivable from the Annual Leave Central Scheme at year end.
70. A decrease in non-current receivables due to principal repayment receipts on loans in relation to the Revolving Film Finance Fund.
71. A decrease in non-current payables due to movements in the severance provisions for Ministerial Offices and Office of the Leader of the Opposition.
72. A decrease in non-current interest-bearing liabilities due to principal repayments on loans in relation to the Revolving Film Finance Fund.

Administered cash flow statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

73. A decrease in grants and other contributions inflows reflecting the cessation of the Brisbane City Council contribution towards South Bank Parklands maintenance.
74. A decrease in transfers to Government outflows reflecting the cessation of the Brisbane City Council contribution towards South Bank Parklands maintenance.
75. An increase in supplies and services outflows reflecting movements in accrued expenditure for Ministerial Offices and Office of the Leader of the Opposition.

76. A decrease in other outflows reflecting movements in accrued expenditure for Ministerial Offices and Office of the Leader of the Opposition.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

77. A decrease in administered item receipts primarily due to the cessation of receipts for South Bank Corporation for the expansion of the Brisbane Convention and Exhibition Centre and the transfer of funding to service receipts to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. This is partially offset by additional receipts provided to the Queensland Art Gallery for the Major Exhibitions program, Queensland Events Corporation Pty Ltd for Major Event Securement and Business Events Tourism initiative receipts, and Enterprise Bargaining arrangements. In addition, administered item receipts were carried forward to 2009-10 for Ministerial Offices and Office of the Leader of the Opposition.
78. A decrease in grants and other contributions inflows reflecting the cessation of the Brisbane City Council contribution towards South Bank Parklands maintenance.
79. A decrease in transfers to Government outflows reflecting the cessation of the Brisbane City Council contribution towards South Bank Parklands maintenance.
80. A decrease in grants and subsidies outflows primarily due to the cessation of payments to South Bank Corporation for the expansion of the Brisbane Convention and Exhibition Centre and the transfer of payments to service receipts to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. This is partially offset by additional payments provided to the Queensland Art Gallery for the Major Exhibitions program, Queensland Events Corporation Pty Ltd for Major Event Securement and Business Events Tourism Initiative payments, and Enterprise Bargaining arrangements.
81. An increase in supplies and services outflows reflecting movements in accrued expenditure for Ministerial Offices and Office of the Leader of the Opposition.
82. An increase in other outflows primarily due to additional payments for Enterprise Bargaining arrangements for Ministerial Offices and Office of the Leader of the Opposition.

Shared Service Provider

Corporate Administration Agency

OVERVIEW

The Corporate Administration Agency (CAA) has been operating as a shared service provider since 1 July 1997. The agency delivers high quality, value adding and cost effective corporate services across the Government.

The suite of services offered by the CAA consists of: human resource (HR) management including HR consultancy, payroll and recruitment; financial management including financial consultancy, procurement and financial transaction services; and information management including information technology, business systems and document and records management. The CAA cooperative business model focuses on delivering a diverse range of corporate services to arts and other statutory bodies and smaller Government agencies.

A key factor impacting on the agency is the transition of the facilities management function to the Arts Queensland organisational structure. The transition refocuses the CAA on the delivery of corporate services. Other factors impacting on the agency include advancing the cooperative business model across a diverse range of client needs whilst maintaining reasonable cost structures.

The CAA's strategic imperative builds upon its foundation values of client focus, integrity, innovation and people, to meet the demands of public sector agencies.

REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Recent achievements

The CAA:

- worked with Arts Queensland to transition the facilities management function from CAA
- continued to provide a diverse range of corporate services to 24 client organisations including the Queensland Art Gallery, Queensland Museum, State Library of Queensland, Energy Ombudsman Queensland and Water Secure
- developed an innovation agenda designed to provide opportunities for clients to improve business processes across a range of corporate services

- developed a Client Satisfaction Framework to enhance service standards and performance
- developed a new Financial Management Practices Manual in line with the *Financial Accountability Act 2009*.

Future developments

The CAA will:

- implement the *CAA Information and Communication Technology Strategic Plan* which provides the framework to guide decision making on the deployment and utilisation of information management resources
- continue to promote and roll out Tower Records Information Management electronic Document and Records Management System business solution across the client base
- analyse CAA succession planning strategy to ensure capability and capacity of workforce to deliver cost effective and innovative services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2	119	85	85

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The change in FTEs from the 2009-10 Budget to 2009-10 Estimated actual is due to the transfer of responsibility for facilities management operations from the Corporate Administration Agency to Arts Queensland.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
\$ SSP operating surplus /(deficit)	
% Labour costs as % of total expenses	1	25%	35%	71%

Notes:

1. A large portion of the CAA total expenses is directed to the provision of building services and facilities management of the Cultural Centre. This is reflected in the percentages for 2009-10. From 2010-11, the expenses relating to the facilities services have been transferred to Arts Queensland, thereby significantly altering the percentage for labour costs.

INCOME STATEMENT

Corporate Administration Agency	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,6	28,377	23,023	11,379
Grants and other contributions	2,7	5,333	4,045	183
Other revenue		11	11	11
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		33,721	27,079	11,573
Expenses				
Employee expenses	3,8	9,015	9,577	8,167
Supplies and services	4,9	23,819	17,032	3,024
Grants and subsidies	
Depreciation and amortisation		372	357	312
Finance/borrowing costs		20	20	15
Other expenses	5,10	495	93	55
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		33,721	27,079	11,573
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Corporate Administration Agency	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period	

BALANCE SHEET

Corporate Administration Agency	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		2,499	2,089	2,210
Receivables	11,13	2,902	2,527	2,527
Other financial assets	
Inventories		36	34	34
Other		293	392	392
Non-financial assets held for sale	
Total current assets		5,730	5,042	5,163
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		1,582	1,491	1,421
Intangibles		346	468	326
Other	
Total non-current assets		1,928	1,959	1,747
TOTAL ASSETS		7,658	7,001	6,910
CURRENT LIABILITIES				
Payables	12,14	3,293	2,503	2,503
Accrued employee benefits		183	264	264
Interest-bearing liabilities and derivatives		101	91	..
Provisions	
Other	
Total current liabilities		3,577	2,858	2,767
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives		(10)
Provisions	
Other	
Total non-current liabilities		(10)
TOTAL LIABILITIES		3,567	2,858	2,767
NET ASSETS/(LIABILITIES)		4,091	4,143	4,143
EQUITY				
Capital/contributed equity		786	786	786
Retained surplus/(accumulated deficit)		3,305	3,357	3,357
Reserves:				
- Asset revaluation reserve	
- Other	
TOTAL EQUITY		4,091	4,143	4,143

CASH FLOW STATEMENT

Corporate Administration Agency	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	15,20	28,377	23,023	11,379
Grants and other contributions	16,21	5,333	4,045	183
Other		11	11	11
Outflows:				
Employee costs	17,22	(9,015)	(9,577)	(8,167)
Supplies and services	18,23	(23,819)	(17,032)	(3,024)
Grants and subsidies	
Borrowing costs		(20)	(20)	(15)
Other	19,24	(495)	(93)	(55)
Net cash provided by/ (used in) operating activities		372	357	312
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(100)	(100)	(100)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(100)	(100)	(100)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions		(100)	(100)	(91)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(100)	(100)	(91)
Net increase/(decrease) in cash held		172	157	121
Cash at the beginning of financial year		2,327	1,932	2,089
Cash transfers from restructure	
Cash at the end of financial year		2,499	2,089	2,210

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimate actual include:

1. A decrease in user charges primarily due to the responsibility for facility management of the Cultural Precinct being transferred to Arts Queensland during the year.
2. A decrease in grants and other contributions primarily due to funding provided for maintenance contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.
3. An increase in employee expenses primarily due to the Voluntary Early Retirement packages taken up as part of the whole-of-Government departmental mergers in late 2009. This increase has been partly offset by staff associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.
4. A decrease in supplies and services primarily due to management contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.
5. A decrease in other expenses primarily due to building owner insurance associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

6. A decrease in user charges primarily due to the responsibility for facilities management of the Cultural Precinct being transferred to Arts Queensland.
7. A decrease in grants and other contributions primarily due to funding provided for maintenance contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.
8. A decrease in employee expenses primarily due to staff associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.
9. A decrease in supplies and services primarily due to management contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.
10. A decrease in other expenses primarily due to building owner insurance associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimate actual include:

11. A decrease in receivables primarily due to fluctuations in accrued revenue between years.
12. A decrease in payables primarily due to fluctuations in accrued expenditure between years.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

13. A decrease in receivables primarily due to fluctuations in accrued revenue between years.
14. A decrease in payables primarily due to fluctuations in accrued expenditure between years.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimate actual include:

15. A decrease in user charges primarily due to the responsibility for facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.
16. A decrease in grants and other contributions primarily due to funding provided for maintenance contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.
17. An increase in employee costs primarily due to the Voluntary Early Retirement packages taken up as part of the whole-of-Government departmental mergers in late 2009. This increase has been partly offset by staff associated with facility management of the Cultural Precinct being transferred to Arts Queensland during the year.
18. A decrease in supplies and services primarily due to management contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.
19. A decrease in other outflows primarily due to building owner insurance associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. A decrease in user charges primarily due to the responsibility for facilities management of the Cultural Precinct being transferred to Arts Queensland.
21. A decrease in grants and other contributions primarily due to funding provided for maintenance contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.
22. A decrease in employee costs primarily due to staff associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.
23. A decrease in supplies and services primarily due to management contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.
24. A decrease in other outflows primarily due to building owner insurance associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.

Statutory Bodies

Library Board of Queensland

OVERVIEW

The State Library of Queensland is the primary custodian of Queensland's documentary heritage. It is a research and reference library and partners with local governments to provide library services for over 340 public libraries and Indigenous Knowledge Centres.

The State Library contributes to *Toward Q2: Tomorrow's Queensland* through the ambitions Smart – *Delivering world-class education and training* and Strong – *Creating a diverse economy powered by bright ideas*, by creatively engaging Queenslanders with information, knowledge and community and by working in partnership with public libraries and Indigenous Knowledge Centres to support the State's development as a knowledge economy. A key challenge for the State Library is optimising the benefits of information and communication technologies. The State Library's direction is articulated in its *Enriching the lives of Queenslanders* policy.

REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Recent achievements

During 2009-10 the State Library of Queensland:

- launched *The Edge* digital culture centre in partnership with Arts Queensland, as a physical and digital facility for young people to collaborate and explore their creativity and innovation, and experiment in design, art, technology and enterprise
- established Indigenous Knowledge Centres at Hammond Island, Palm Island and Woorabinda and delivered literacy, holiday and Information and Communication Technology (ICT) programs to remote Aboriginal and Torres Strait Islander communities
- developed community engagement skills in public libraries, through *Welcoming Places* training to improve engagement with Aboriginal and Torres Strait Islander communities; and distributing 2,400 *New Arrivals Family Reading Packs* for refugee and migrant families arriving in Queensland in 2010
- launched *A State of Writing* partnership to connect writers, readers and ideas, including the co-location of the Queensland Writers Centre within the State Library building
- implemented *Digitool*, new software to improve public access to digital collections and the functionality of the State Library website.

Future developments

The State Library of Queensland's priorities for 2010-11 are to:

- establish two new Indigenous Knowledge Centres to bring library services and programs to remote Aboriginal and Torres Strait Islander communities for the first time
- develop and implement a new service model that builds on the strengths of the collection and integrates the library's services, collections, programs and partnerships with other institutions, to increase the library's reach and deepen the client experience
- develop the State Library as a centre for design knowledge in the Asia-Pacific
- activate *The Edge* with new creative initiatives focused on regional access, mobile applications, environmental sustainability, digital literacy and entrepreneurship
- continue to implement *Expanding Horizons: Positioning Queensland Public Libraries for the Future 2008-12*, including new learning, literacy and ICT skills programs
- review the State Library's service delivery model to public libraries and conduct the triennial review of the Public Library Grants methodology.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Administrative/Professional	1	270	270	270
Volunteers	2	160	160	160

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Number of volunteers regularly assisting.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est. '000	2009-10 Est. actual '000	2010-11 Target/est. '000
Items in the Collection				
State reference and heritage collections	1	2,093	2,083	2,095
Physical items	1	2,016	2,005	2,010
Items digitised by the State Library		59	59	66
Online titles in statewide databases		18	19	19
Queensland public libraries lending collection (physical items)	1	510	499	490
Additions to the Collection				
State reference and heritage collections		42	42	42
Physical items		35	35	35
Items digitised by the State Library		7	7	7
Queensland public libraries lending collection (physical items)		31	31	32
Visits				
Onsite	2	1,500	1,377	1,350
Page requests to the website		14,200	15,000	17,000
Usage of the Collection				
State reference and heritage collections	3	1,172	1,430	1,500
Queensland public libraries lending collection		200	220	225
Participants in public programs	2	330	276	330
Client satisfaction with collections, services and public programs		95%	95%	95%
Percentage of complex reference inquiries fulfilled within timeframes set by client service standards		90%	92%	90%
Total borrowing from public libraries		40,000	40,732	40,500
Percentage of complex reference inquiries from regional Queensland		18%	20%	20%
Percentage of grants to regional Queensland		61%	61%	61%

Service standards	Notes	2009-10 Target/est. '000	2009-10 Est. actual '000	2010-11 Target/est. '000
Percentage of Indigenous Councils with a library service	4	60%	66%	72%
State contribution (\$'000)		51,886	51,381	52,394
Other revenue (\$'000)		3,647	5,269	3,757
Total cost (\$'000)		54,495	55,612	55,224

Notes:

1. Variances between 2009-10 Targets and 2009-10 Est. actual, and lower 2010-11 Target/est., are due to rationalisation of holdings and do not reflect decreased acquisitions.
2. Variance from 2009-10 Target/est. is due to review and realignment of strategies aimed at sustainable long term audience development.
3. Variance between the 2009-10 Target/est. and the 2009-10 Est. actual is due to increased remote use of online collections, facilitated by improvement of technical systems.
4. Indigenous Knowledge Centres (IKCs) opened at Hammond Island, Palm Island and Woorabinda in 2009-10, bringing the total number of Aboriginal and Torres Strait communities with a library service to 23, including 20 IKCs and three Country Lending Service libraries. Two new IKCs are planned in 2010-11.

INCOME STATEMENT

Library Board of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1	1,572	1,759	1,642
Grants and other contributions		53,339	53,838	53,628
Other revenue	2,5	622	1,053	881
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		55,533	56,650	56,151
Expenses				
Employee expenses	6	22,212	22,561	23,528
Supplies and services	7	14,094	14,847	13,204
Grants and subsidies		17,538	17,168	17,546
Depreciation and amortisation	3,8	581	714	762
Finance/borrowing costs	
Other expenses		70	154	154
Losses on sale/revaluation of property, plant and equipment and investments	4,9	..	168	30
Total expenses		54,495	55,612	55,224
OPERATING SURPLUS/(DEFICIT)		1,038	1,038	927

STATEMENT OF CHANGES IN EQUITY

Library Board of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		2,108	1,750	2,227
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		2,108	1,750	2,227
Surplus/(deficit) for the period		1,038	1,038	927
Total recognised income and expense for the period		3,146	2,788	3,154
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		3,146	2,788	3,154

BALANCE SHEET

Library Board of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	10	6,918	8,456	8,637
Receivables		1,231	1,271	1,452
Other financial assets	
Inventories		140	140	140
Other		670	650	650
Non-financial assets held for sale	
Total current assets		8,959	10,517	10,879
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	13	89,124	90,339	93,323
Intangibles		269	631	439
Other	
Total non-current assets		89,393	90,970	93,762
TOTAL ASSETS		98,352	101,487	104,641
CURRENT LIABILITIES				
Payables	11,14	889	1,176	1,176
Accrued employee benefits		1,361	1,204	1,204
Interest-bearing liabilities and derivatives	
Provisions	
Other		438	250	250
Total current liabilities		2,688	2,630	2,630
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		399	507	507
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		399	507	507
TOTAL LIABILITIES		3,087	3,137	3,137
NET ASSETS/(LIABILITIES)		95,265	98,350	101,504
EQUITY				
Capital/contributed equity		1,465	1,465	1,465
Retained surplus/(accumulated deficit)	12, 15	50,064	52,089	53,016
Reserves:				
- Asset revaluation reserve	16	43,736	44,796	47,023
- Other	
TOTAL EQUITY		95,265	98,350	101,504

CASH FLOW STATEMENT

Library Board of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		1,965	1,394	2,065
Grants and other contributions		53,339	53,838	53,628
Other		1,393	1,848	1,622
Outflows:				
Employee costs	19	(22,212)	(22,934)	(23,528)
Supplies and services	17,20	(14,094)	(15,112)	(13,385)
Grants and subsidies		(17,538)	(17,168)	(17,546)
Borrowing costs	
Other		(1,234)	(1,318)	(1,318)
Net cash provided by/(used in) operating activities		1,619	548	1,538
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	18	(1,449)	(1,626)	(1,357)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,449)	(1,626)	(1,357)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions		(11)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(11)
Net increase/(decrease) in cash held		159	(1,078)	181
Cash at the beginning of financial year		6,759	9,534	8,456
Cash transfers from restructure	
Cash at the end of financial year		6,918	8,456	8,637

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in user charges primarily due to higher than anticipated shop, ticket and other library service sales.
2. An increase in other revenue principally due to higher interest rates on invested funds and increased sundry revenues.
3. An increase in depreciation and amortisation principally relating to equipment purchased for *The Edge*.
4. An increase in losses on sale of property, plant and equipment due to the write-off and subsequent refurbishment of a leasehold improvement.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

5. An increase in other revenue primarily due to higher interest rates available in 2010-11.
6. An increase in employee expenses primarily due to the full year effect of increased staffing for *The Edge* and Enterprise Bargaining arrangements.
7. A decrease in supplies and services primarily due to efficiencies made to fund staffing for *The Edge* and reduced facilities management costs associated with the transfer of facilities funding to Arts Queensland.
8. An increase in depreciation and amortisation principally due to new equipment for *The Edge*.
9. An increase in losses on sale of property, plant and equipment due to the anticipated write-off of Information, Communication and Technology equipment.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

10. An increase in cash assets reflecting the higher than anticipated 2008-09 surplus.
11. An increase in current payables due to fluctuations between years in accrued expenditure.
12. An increase in the retained surplus reflecting the higher than anticipated 2008-09 surplus.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

13. An increase in property, plant and equipment primarily due to planned collections purchases and donations as well as revaluations of existing collections.
14. An increase in current payables due to fluctuations between years in accrued expenditure.
15. An increase in the retained surplus reflecting the greater than anticipated 2008-09 surplus as well as the anticipated 2009-10 surplus.
16. An increase in the asset revaluation reserve due to the revaluation of collections assets.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

17. An increase in supplies and services outflows principally due to costs associated with increased user charges and Commonwealth grant funded projects.
18. An increase in payments for property, plant and equipment and intangibles primarily due to purchases of furniture, fittings and Information, Communication and Technology equipment for *The Edge*.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

19. An increase in employee costs primarily due to the full year effect of increased staffing for *The Edge* and Enterprise Bargaining arrangements.
20. A decrease in supplies and services outflows primarily due to efficiencies made to fund staffing for *The Edge* and reduced facilities management costs associated with the transfer of facilities funding to Arts Queensland.

Queensland Art Gallery

OVERVIEW

The Queensland Art Gallery (QAG) is a two-site institution incorporating the Gallery of Modern Art (GoMA). It is Queensland's premier visual arts institution and a leading art museum nationally. QAG's driving philosophy is to connect art and people, and in doing so, it makes a significant contribution to the Government's broader ambitions for Queensland as articulated in *Toward Q2: Tomorrow's Queensland*. In particular, QAG's activities relate to the ambitions Strong – *Creating a diverse economy powered by bright ideas* and Fair – *Supporting safe and caring communities*.

QAG's strategic goals are to consolidate its institutional profile through targeted programming across its two sites; to develop, manage and conserve its collection; to provide access to exhibitions, educational services and interpretive programs for diverse audiences; to increase its profile as a cultural tourism destination; and to increase engagement with the Asia-Pacific region.

REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Recent achievements

In 2009-10, QAG:

- invested \$1.5 million to secure and deliver major exhibitions
- presented major international exhibitions exclusive to Queensland including *American Impressionism & Realism: A Landmark Exhibition from the Met* (30 May to 20 September 2009), which was attended by more than 104,000 people, and 25,000 children at the free Met for Kids activity, and *Hats: An Anthology by Stephen Jones* (27 March to 27 June 2010) from London's Victoria and Albert Museum
- presented the sixth exhibition in the Gallery's flagship contemporary art series *The Asia Pacific Triennial of Contemporary Art* (APT) (5 December 2009 to 5 April 2010). APT6 included major programs presented by the Children's Art Centre and Australian Cinémathèque and attracted more than 531,000 visitors
- developed and presented a range of diverse exhibitions including: *Paperskin: Barkcloth across the Pacific*, in collaboration with the Museum of New Zealand Te Papa Tongarewa and the Queensland Museum; *Tim Johnson: Painting Ideas*, in partnership with the Art Gallery of New South Wales; *Ron Mueck*, touring from the National Gallery of Victoria; *Nurreegoo: The Art and Life of Ron Hurley 1946–2002*; and *Unnerved: The New Zealand Project*

- celebrated Queensland's 150th anniversary with exhibitions *150 Years: Photography in Queensland from the Collection* and *Easton Pearson*.

Future developments

QAG will:

- invest \$12.1 million over four years to secure and deliver major exhibitions
- present *Valentino, Retrospective: Past / Present / Future*. QAG will be the exclusive Australian venue for this major retrospective exhibition of the work of Italian couturier Valentino Garavani, touring from Les Arts Décoratifs, Paris
- develop and present *Twenty-first Century*, a major exhibition showcasing the Gallery's extensive holdings of recent contemporary art. This exhibition will be accompanied by a significant film program as well as children's interactives
- present further exhibitions of Australian artists, including Vida Lahey (1882-1968), Indigenous artist Joe Rootsey, and leading mid-career Queensland artist Scott Redford.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2	236	238	242

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. FTEs vary significantly across years depending on exhibition program.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of exhibitions presented	1	24	30	28
Total attendance at Queensland Art Gallery and Gallery of Modern Art	2	1,100,000	1,200,000	1,100,000
Number of website user sessions	3	New measure	..	1,600,000
Audience satisfaction with exhibitions and programs	4	New measure	..	90%
Number of regional locations receiving travelling exhibitions, programs, education, interpretive and information services	5	30	47	35
State contribution (\$'000)		29,031	28,191	31,310
Other revenue (\$'000)		3,860	10,334	10,043
Total cost (\$'000)		31,134	37,346	38,464

Notes:

1. The definition of this service standard has been extended to include all exhibitions presented, regardless of type or location. The 2009–10 Est. actual includes 4 regional Queensland touring exhibitions.
2. The wording for this service standard has been amended to reflect the Gallery's status as a two-site institution.
3. This new service standard indicates the effectiveness of the Gallery's outreach through audience participation in online activities, programs and services.
4. This service standard indicates audience satisfaction with exhibitions and programs, regardless of type, and replaces discontinued measures of audience satisfaction.
5. This service standard refers to individual locations serviced within regional Queensland. The number of discrete regional programs and services provided is significantly higher. The Gallery also provided services to three interstate regional locations.

INCOME STATEMENT

Queensland Art Gallery	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,9	1,710	4,151	5,517
Grants and other contributions	2,10	29,881	31,774	34,016
Other revenue	3,11	1,300	600	820
Gains on sale/revaluation of property, plant and equipment and investments	4,12	..	2,000	1,000
Total income		32,891	38,525	41,353
Expenses				
Employee expenses	5,13	16,925	18,900	20,016
Supplies and services	6,14	13,645	17,509	17,808
Grants and subsidies		250	300	..
Depreciation and amortisation	7,15	243	500	500
Finance/borrowing costs	
Other expenses	8,16	71	137	140
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		31,134	37,346	38,464
OPERATING SURPLUS/(DEFICIT)		1,757	1,179	2,889

STATEMENT OF CHANGES IN EQUITY

Queensland Art Gallery	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		5,000	5,000	5,000
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		5,000	5,000	5,000
Surplus/(deficit) for the period		1,757	1,179	2,889
Total recognised income and expense for the period		6,757	6,179	7,889
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		6,757	6,179	7,889

BALANCE SHEET

Queensland Art Gallery	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	17,22	11,762	2,680	2,769
Receivables		1,187	1,116	1,116
Other financial assets	18,23	1,717	4,000	3,000
Inventories		1,124	851	851
Other		798	444	444
Non-financial assets held for sale		53
Total current assets		16,641	9,091	8,180
NON-CURRENT ASSETS				
Receivables	
Other financial assets		11,650	13,392	14,392
Property, plant and equipment	19,24	271,185	282,708	290,508
Intangibles	
Other	
Total non-current assets		282,835	296,100	304,900
TOTAL ASSETS		299,476	305,191	313,080
CURRENT LIABILITIES				
Payables	20,25	1,209	766	766
Accrued employee benefits		1,257	1,167	1,167
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		2,466	1,933	1,933
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		758	1,090	1,090
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		758	1,090	1,090
TOTAL LIABILITIES		3,224	3,023	3,023
NET ASSETS/(LIABILITIES)		296,252	302,168	310,057
EQUITY				
Capital/contributed equity		721	721	721
Retained surplus/(accumulated deficit)		151,686	150,291	153,180
Reserves:				
- Asset revaluation reserve	21,26	143,845	151,156	156,156
- Other	
TOTAL EQUITY		296,252	302,168	310,057

CASH FLOW STATEMENT

Queensland Art Gallery	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	27,32	1,710	3,914	5,517
Grants and other contributions	28,33	29,881	30,774	33,016
Other		1,330	1,026	850
Outflows:				
Employee costs	29,34	(16,925)	(18,735)	(20,016)
Supplies and services	30,35	(13,675)	(17,289)	(17,838)
Grants and subsidies		(250)	(278)	..
Borrowing costs	
Other		(71)	(137)	(140)
Net cash provided by/(used in) operating activities		2,000	(725)	1,389
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		(10)
Investments redeemed	31,36	120	2,546	1,000
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(2,300)	(2,900)	(2,300)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(2,190)	(354)	(1,300)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		(190)	(1,079)	89
Cash at the beginning of financial year		11,952	3,759	2,680
Cash transfers from restructure	
Cash at the end of financial year		11,762	2,680	2,769

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in user charges primarily due to a change in accounting policy to more accurately reflect the treatment of exhibition admissions.
2. An increase in grants and other contributions primarily due to additional State funding for Major Exhibitions and additional donations and sponsorships. The increase has been partly offset by funding transferred to Arts Queensland for the provision of facilities management services.
3. A decrease in other revenue due to the reclassification of investment revenue to gains on sale/revaluation of property plant and equipment and investments.
4. An increase in gains on sale/revaluation of property plant and equipment and investments due to gains in managed investments and reclassifications from other revenue.
5. An increase in employee expenses primarily due to the expansion of the Gallery's exhibition program as a result of increased State contributions and sponsorships, as well as a change in accounting policy to more accurately reflect the treatment of exhibition admissions.
6. An increase in supplies and services primarily due to the expansion of the Gallery's exhibition program as a result of increased State contributions and sponsorships, as well as changes in accounting policy to more accurately reflect the treatment of exhibition admissions. The increase has been partly offset by the transfer of costs to Arts Queensland for the provision of facilities management services.
7. An increase in depreciation due to adjustments made to property plant and equipment to reflect actual balances.
8. An increase in other expenses primarily due to increases in audit fees and bank charges.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

9. An increase in user charges primarily due to higher admissions revenue as well as a change in accounting policy to more accurately reflect the treatment of exhibition admissions.
10. An increase in grants and other contributions primarily due to the additional State funding provided to secure and deliver Major Exhibitions and Enterprise Bargaining arrangements, as well as greater revenue from sponsorships and donations. This has been partly offset by funding transferred to Arts Queensland for the provision of facilities management services.
11. A decrease in other revenue due to the reclassification of revenue to gains on sale/revaluation of property, plant and equipment and investments.
12. An increase in gains on sale/revaluation of property, plant and equipment and investments due to anticipated gains in managed investments as well as reclassification of revenue from other revenue.
13. An increase in employee expenses primarily due to securing and delivering Major Exhibitions, Enterprise Bargaining arrangements, and the expansion of the Gallery's exhibition program as a result of higher sponsorships.
14. An increase in supplies and services primarily due to securing and delivering Major Exhibitions, the expansion of the Gallery's exhibition program as a result of higher sponsorships and contributions, as well as a change in accounting policy to more accurately reflect the treatment of exhibition admissions. The increase has been partly offset by the transfer of costs to Arts Queensland for the provision of facilities management services.
15. An increase in depreciation due to adjustments made to property plant and equipment to reflect actual balances.
16. An increase in other expenses primarily due to increases in audit fees and bank charges.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

17. A decrease in cash assets due to an increase in fixed term investments and managed investments.
18. An increase in other financial assets due to an increase in fixed term investments.
19. An increase in property, plant and equipment due to an increase in the valuation of artwork.
20. A decrease in payables primarily due to fluctuations in accrued expenditure between years.
21. An increase in the asset revaluation reserve due to a higher than expected revaluation of artwork in 2008-09 and 2009-10.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

22. A decrease in cash assets due to an increase in fixed term investments and managed investments.
23. An increase in other financial assets due to an increase in fixed term investments.
24. An increase in property, plant and equipment primarily due to an increase in the valuation of artwork and expected art acquisitions in 2010-11.
25. A decrease in payables primarily due to fluctuations in accrued expenditure between years.
26. An increase in the asset revaluation reserve due to a higher than expected revaluation of artwork at the end of 2008-09 and 2009-10.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

27. An increase in user charges primarily due to a change in accounting policy to more accurately reflect the treatment of exhibition admissions.
28. An increase in grants and other contributions primarily due to additional State funding for Major Exhibitions and additional donations and sponsorships. This has been partly offset by funding transferred to Arts Queensland for the provision of facilities management services.
29. An increase in employee costs primarily due to the expansion of the Gallery's exhibition program as a result of greater than expected State contributions and sponsorship, as well as a change in accounting policy to more accurately reflect the treatment of exhibition admissions.
30. An increase in supplies and services primarily due to the expansion of the Gallery's exhibition program as a result of greater than expected State contributions and sponsorships, as well as changes in accounting policy to more accurately reflect the treatment of exhibition admissions. The increase has been partly offset by the transfer of costs to Arts Queensland for the provision of facilities management services.

31. An increase in investments redeemed due to reduction in term deposits.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

32. An increase in user charges primarily due to higher admissions revenue as well as a change in accounting policy to more accurately reflect the treatment of exhibition admissions.
33. An increase in grants and other contributions primarily due the additional State funding provided to secure and deliver Major Exhibitions and Enterprise Bargaining arrangements, as well as greater revenue from sponsorships and donations. This has been partly offset by funding transferred to Arts Queensland for the provision of facilities management services.
34. An increase in employee costs primarily due to securing and delivering Major Exhibitions, Enterprise Bargaining arrangements, and the expansion of the Gallery's exhibition program as a result of higher sponsorships.
35. An increase in supplies and services primarily due to securing and delivering Major Exhibitions, the expansion of the Gallery's exhibition program as a result of higher sponsorships and contributions as well as a change in accounting policy to more accurately reflect the treatment of exhibition admissions. The increase has been partly offset by the transfer of costs to Arts Queensland for the provision of facilities management services.
36. An increase in investments redeemed due to reduction in term deposits.

Queensland Events Corporation Pty Ltd

OVERVIEW

Queensland Events Corporation Pty Ltd (Queensland Events) contributes to the Government's *Toward Q2: Tomorrow's Queensland* ambition of Strong – *Creating a diverse economy powered by bright ideas* through working with tourism industry stakeholders to leverage the Government's investment in major events as a means of targeting tourism markets domestically and internationally, and in regional events to highlight Queensland's cultural and geographical diversity, developing financial sustainability and to enhance regional communities. While participating in an intensely competitive industry, Queensland Events continues to seek opportunities to secure major one-off international events while maintaining a strong focus on developing both existing and new events.

REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Recent achievements

During 2009-10, Queensland Events owned and operated the:

- third annual Asia Pacific Screen Awards which was attended by over 700 film industry professionals and a series of television programs called *Scene by Scene* aired through CNN international to 249 million hotels and households across 200 countries, and in Australia in December 2009 through ABC1
- Gold Coast Airport Marathon 2009 with a record participation of over 23,400 participants including 1,200 Japanese participants with a further 400 Japanese supporters and media representatives.

In addition, Queensland Events supported the:

- five day 2009 Gold Coast ITU Triathlon World Championships with over 5,000 elite and age group competitors of which 40% travelled from overseas, 3,000 official activities attendees and 60,000 spectators; now proclaimed the best ever championships; the Noosa Triathlon 2009, which sold over 9,000 competition places in a record time of four days and the Mooloolaba Triathlon 2010 which sold over 5,750 places and 1,500 places in the associated activities
- Australian PGA Championship 2009. A crowd of more than 48,500 and a national and international television audience watched a world class field compete for a prize pool of \$1.5 million in the most successful PGA Championships ever staged in Queensland

- partnering of Queensland Events and the Queensland Performing Arts Trust which resulted in securing the prestigious Paris Opera Ballet exclusive performance of *La Bayadère* to Brisbane in June and July 2009 and the partnering with the Queensland Art Gallery with *American Impressionism and Realism: A Landmark Exhibition from The Met*, which was an exclusive opportunity in Brisbane
- Brisbane International Tennis Tournament 2010. In excess of 82,000 spectators watched a world class playing field compete in front of a national television audience over five days
- Regional Development Program assisting 98 events in regional Queensland.

Future developments

In 2010-11, Queensland Events will continue to:

- develop a diversified portfolio of event investments with a specific focus on non-sports events and leverage the greatest tourism benefits possible for the State in conjunction with major partners such as Tourism Queensland
- invest in the Regional Development Program to extend the flow of economic and social benefits of events to the regions giving a boost to local communities
- respond to the recommendations in the Williams' report *Events Review – Queensland* as far as they relate to Queensland Events' activities.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Major Events Securement and Support		10	10	8.75
Queensland Events Regional Development Program		2.75	2.75	2.75

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Major Events Securement and Support				
Number of Event Submissions Received and Assessed	1	70	72	70
Level of Satisfaction by Event Organisers with Support Provided		90%	90%	90%
State contribution (\$000)		11,530	14,030	14,230
Other revenue (\$000)		300	300	300
Total cost (\$000)		11,830	14,330	14,530
Service: Queensland Events Regional Development Program				
Number of Event Applications Received and Assessed	1	140	147	140
Level of Satisfaction by Event Organiser with Support Provided		90%	90%	90%
Established Deadlines under the QERDP		100%	95%	100%
Regional Educational Activities under the QERDP		20	23	20
State contribution (\$'000)		2,400	2,400	2,400
Other revenue (\$'000)	
Total cost (\$'000)		2,400	2,400	2,400

Note:

1. Queensland Events will continue to work with event organisers to promote awareness and understanding of the requirements for successful event submissions/applications.

INCOME STATEMENT

Queensland Events Corporation Pty Ltd	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	
Grants and other contributions	1,3	13,930	16,430	16,630
Other revenue		300	300	300
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		14,230	16,730	16,930
Expenses				
Employee expenses		1,562	1,562	1,556
Supplies and services		869	869	856
Grants and subsidies	2,4	11,790	14,290	14,509
Depreciation and amortisation		9	9	9
Finance/borrowing costs	
Other expenses	
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		14,230	16,730	16,930
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Queensland Events Corporation Pty Ltd	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period	

BALANCE SHEET

Queensland Events Corporation Pty Ltd	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	5,10	4,985	5,318	5,318
Receivables	6,11	728	316	316
Other financial assets	
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		5,713	5,634	5,634
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	7,12	80	91	92
Intangibles	
Other	
Total non-current assets		80	91	92
TOTAL ASSETS		5,793	5,725	5,726
CURRENT LIABILITIES				
Payables	8,13	3,973	928	953
Employee benefits obligations		151	215	192
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		4,124	1,143	1,145
NON-CURRENT LIABILITIES				
Payables	
Employee benefits obligations		245	306	305
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		245	306	305
TOTAL LIABILITIES		4,369	1,449	1,450
NET ASSETS/(LIABILITIES)		1,424	4,276	4,276
EQUITY				
Capital/contributed equity	
Retained surplus/(Accumulated deficit)	9,14	1,424	4,276	4,276
Reserves:				
- Asset revaluation reserve	
- Other	
TOTAL EQUITY		1,424	4,276	4,276

CASH FLOW STATEMENT

Queensland Events Corporation Pty Ltd	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	
Grants and other contributions	15,17	13,930	16,430	16,630
Other		300	300	300
Outflows:				
Employee costs		(1,562)	(1,562)	(1,580)
Supplies and services		(867)	(867)	(831)
Grants and subsidies	16,18	(11,790)	(14,290)	(14,509)
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities		11	11	10
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		(1)	(1)	..
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(10)	(10)	(10)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(11)	(11)	(10)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held	
Cash at the beginning of financial year		4,985	5,318	5,318
Cash transfers from restructure	
Cash at the end of financial year		4,985	5,318	5,318

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in grants and other contributions revenue primarily due to additional funding provided for the Asia Pacific Screen Awards.
2. An increase in grants and subsidies primarily due to additional funding for the Asia Pacific Screen Awards.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

3. An increase in grants and other contributions revenue due to additional funding provided for the Asia Pacific Screen Awards, Major Events Securement and the Business Events Tourism initiative.
4. An increase in grants and subsidies due to additional funding provided for the Asia Pacific Screen Awards, Major Events Securement and the Business Events Tourism initiative.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

5. An increase in cash assets reflecting timing differences in the payment of creditors.
6. A decrease in receivables due to timing differences in the receipt of funds from debtors.
7. An increase in property, plant and equipment reflecting purchases made during the year.
8. A decrease in payables due to timing differences in the payment of creditors.
9. An increase in retained surplus reflecting the timing of actual expenditure associated with the Asia Pacific Screen Awards in 2009.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

10. An increase in cash assets reflecting timing differences in the payment of creditors.
11. A decrease in receivables due to timing differences in the receipt of funds from debtors.
12. An increase in property, plant and equipment primarily due to purchases made during 2009-10.
13. A decrease in payables due to timing differences in the payment of creditors.
14. An increase in retained surplus reflecting the timing of expenditure associated with the Asia Pacific Screen Awards in 2009.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

15. An increase in grants and other contributions inflows primarily due to additional receipts provided for the Asia Pacific Screen Awards.
16. An increase in grants and subsidies outflows relating to funding provided for the Asia Pacific Screen Awards.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

17. An increase in grants and other contributions inflows due to additional receipts associated with the Asia Pacific Screen Awards, Major Events Securement and the Business Events Tourism initiative.
18. An increase in grants and subsidies outflows relating to funding provided for the Asia Pacific Screen Awards, Major Events Securement and the Business Events Tourism initiative.

Queensland Museum

OVERVIEW

The mission of the Queensland Museum is to enrich the lives of people and their communities by fostering connections to Queensland's cultural and natural heritage. The Queensland Museum contributes to *Toward Q2: Tomorrow's Queensland* through world-class research; the preservation and interpretation of our unique heritage; maintaining diverse cultural heritage and biodiversity collections; an extensive volunteering program; and encouraging community engagement and access through public programs and skills training. With a State-wide network of public museums and services, the Queensland Museum's key focus is to ensure the care, preservation and accessibility of the State Collection for the future.

REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Recent achievements

The Queensland Museum:

- developed and delivered exhibitions and public programs to more than 770,000 visitors
- delivered innovative new public programs including *I Dig Dinos* at Queensland Museum South Bank resulting in a 66% increase in visitor numbers, and *Creepy Crawlies Alive* at the Museum of Tropical Queensland resulting in a 62% increase in visitor numbers
- continued to deliver and grow participation in *Day Out With Thomas* at The Workshops Rail Museum and the *Have a Go Heritage Trade Festival* at Cobb+Co Museum
- attracted more than \$1.3 million in grant and partnership funding for strategic research collaborations including the *Census of Marine Life* survey of coral reef diversity, *Bush Blitz* terrestrial biodiversity survey, climate change and extinction studies, and *Queensland Historical Atlas*
- released new popular publications including *Wild Guide to the Scenic Rim*, *Heritage Guide to the Scenic Rim* and *Birds of Moreton Bay*; and new children's publications *Your Shipwreck Adventure* and *Amazing 3D Insects*
- improved public access to the collections database and museum shop through a redeveloped website
- launched a Collecting Queensland Festivals website in collaboration with 11 regional galleries and museums to stimulate contemporary collecting in regional Queensland.

Future developments

The Queensland Museum will:

- open the redeveloped Cobb+Co Museum in September 2010, offering an international heritage trade training complex with heritage workspaces, new exhibition galleries, flexible learning spaces, commercial and retail areas and outdoor activity spaces
- work with Arts Queensland to develop a business case for redevelopment of the South Bank campus
- commence planning to celebrate the Museum's 150th anniversary in 2012
- initiate fundraising campaigns to support innovative exhibitions, public programs and infrastructure development
- invest in strategic storage upgrades across the museum including upgrading laboratory and storage facilities at the Hendra annexe.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Full-time equivalents		223	225	232
Volunteers		342	350	350

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of physical items added to the State Collection	1	New measure	..	15,800
Number of digital items added to the State Collection	1	New measure	..	6,500
Total physical campus visits	2	760,000	780,985	791,100
School children visiting campuses	2	81,200	75,300	76,200
Online visits	3	New measure	..	600,000
New displays (sq metres of exhibitions)	4	2,400	2,586	3,782
Lectures, public talks, workshops and outreach programs delivered	2,5	5,400	9,197	9,452
Number of research papers published	2,6	100	99	80
Number of Queensland Museum collection objects accessed for research, education, exhibition and cultural purposes	2,7	69,000	90,136	96,625
Participants in lectures, public talks, workshops and outreach programs	8	New measure	..	237,060
Number of popular research publications sold and distributed	9	New measure	..	13,000
Satisfaction of audiences with collection-based displays and activities in public galleries		96%	95%	95%
Percentage of the collection that is stored to a national benchmark standard	2	99%	92%	95.5%
Percentage of Local Government Authorities receiving Queensland Museum services	10	New measure	..	100%
State contribution (\$'000)		20,730	19,462	20,279
Other revenue (\$'000)	11	12,240	10,648	7,721
Total cost (\$'000)	12	28,253	29,420	28,000

Notes:

1. Previous measure is now reported separately as physical items and digital items to better reflect the growing digital collection.
2. Minor wording change to service standard to improve readability.
3. Measure relates to visits to the website rather than hits on a website page. This is more meaningful as a measure of the effectiveness of access to the Museum's services.
4. Increase in 2010-11 Target is due to redeveloped Cobb+Co Museum opening in September 2010.
5. Increase in 2009-10 Est. actual is due to inclusion of Regional Services outreach programs.
6. Target reflects an anticipated reduction in published Service standards for 2010-11 based on planned activities.
7. Increase in 2009-10 Est. actual is due to inclusion of all regional services loans accessed by communities.
8. New service standard included to describe level of participation in lectures, talks, workshops and outreach programs across the State.
9. New service standard reflects Queensland Museum's role in taking the State Collection to all Queenslanders through academic and popular publications.
10. New service standard included to describe the reach of the Queensland Museum services across the State.
11. The reduction in "Other revenue" from 2009-10 Target to 2009-10 Est. Actual reflects changes in facilities funding for Queensland Museum South Bank and revised capital funding for the redeveloped Cobb+Co Museum, Toowoomba.
12. The 2010-11 Target reflects the completion of the redeveloped Cobb+Co Museum, Toowoomba.

INCOME STATEMENT

Queensland Museum	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges		4,695	4,748	4,795
Grants and other contributions	1,4	27,427	24,431	22,324
Other revenue		828	910	861
Gains on sale/revaluation of property, plant and equipment and investments		20	21	20
Total income		32,970	30,110	28,000
Expenses				
Employee expenses	2,5	16,491	17,271	17,639
Supplies and services	6	8,118	8,544	6,710
Grants and subsidies		14	14	14
Depreciation and amortisation	3	3,363	2,963	3,366
Finance/borrowing costs	
Other expenses		267	267	271
Losses on sale/revaluation of property, plant and equipment and investments		..	361	..
Total expenses		28,253	29,420	28,000
OPERATING SURPLUS/(DEFICIT)		4,717	690	..

STATEMENT OF CHANGES IN EQUITY

Queensland Museum	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		5,544	6,282	6,222
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		5,544	6,282	6,222
Surplus/(deficit) for the period		4,717	690	..
Total recognised income and expense for the period		10,261	6,972	6,222
Equity injection/(withdrawal)		(926)	(926)	(926)
Equity adjustments (MoG transfers)	
Total movement in equity for period		9,335	6,046	5,296

BALANCE SHEET

Queensland Museum	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	7	10,073	11,799	9,819
Receivables		598	521	521
Other financial assets	
Inventories		477	567	567
Other		151	250	250
Non-financial assets held for sale	
Total current assets		11,299	13,137	11,157
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	11	458,932	461,252	468,713
Intangibles		1,020	1,143	976
Other	
Total non-current assets		459,952	462,395	469,689
TOTAL ASSETS		471,251	475,532	480,846
CURRENT LIABILITIES				
Payables	8, 12	91	558	561
Accrued employee benefits		1,458	1,376	1,381
Interest-bearing liabilities and derivatives	
Provisions	
Other		700
Total current liabilities		2,249	1,934	1,942
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		252	316	326
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		252	316	326
TOTAL LIABILITIES		2,501	2,250	2,268
NET ASSETS/(LIABILITIES)		468,750	473,282	478,578
EQUITY				
Capital/contributed equity		(2,307)	(2,307)	(3,233)
Retained surplus/(accumulated deficit)	9, 13	235,453	142,616	142,616
Reserves:				
- Asset revaluation reserve	10, 14	235,604	332,973	339,195
- Other	
TOTAL EQUITY		468,750	473,282	478,578

CASH FLOW STATEMENT

Queensland Museum	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	15	4,722	3,965	4,795
Grants and other contributions	16, 18	26,270	24,431	22,324
Other		1,818	1,121	861
Outflows:				
Employee costs		(16,441)	(16,818)	(17,624)
Supplies and services	19	(8,420)	(8,305)	(6,707)
Grants and subsidies		(14)	(14)	(14)
Borrowing costs	
Other		(965)	(696)	(271)
Net cash provided by/(used in) operating activities		6,970	3,684	3,364
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		120	(340)	20
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	17, 20	(8,814)	(5,631)	(4,438)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(8,694)	(5,971)	(4,418)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals		(926)	(926)	(926)
Net cash provided by/(used in) financing activities		(926)	(926)	(926)
Net increase/(decrease) in cash held		(2,650)	(3,213)	(1,980)
Cash at the beginning of financial year		12,723	15,012	11,799
Cash transfers from restructure	
Cash at the end of financial year		10,073	11,799	9,819

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. A decrease in grants and other contributions reflecting funding transferred to Arts Queensland for the provision of facilities management services and revised capital funding for the redeveloped Cobb+Co Museum, Toowoomba.
2. An increase in employee expenses due to grant funded projects and increased public program activities.
3. A decrease in depreciation and amortisation reflecting the timing of the capital program.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

4. A decrease in grants and other contributions reflecting funding transferred to Arts Queensland for the provision of facilities management services and revised capital funding for Cobb+Co Museum, Toowoomba.
5. An increase in employee expenses due to new staffing positions for the redeveloped Cobb+Co Museum, Toowoomba and Enterprise Bargaining arrangements.
6. A decrease in supplies and services reflecting funding transferred to Arts Queensland for the provision of facilities management services.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

7. An increase in cash assets resulting from delays in capital and building maintenance projects.
8. An increase in payables resulting from billing delays on capital projects.
9. A decrease in retained surplus due to the revised treatment of the increase in State Collection assets.
10. An increase in the asset revaluation reserve due to the revised treatment of the increase in State Collection assets.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

11. An increase in property, plant and equipment due to the commissioning of the redeveloped Cobb+Co Museum, Toowoomba and revaluation.
12. An increase in payables resulting from billing delays on capital projects.
13. A decrease in retained surplus due to the revised treatment of the increase in State Collection assets.
14. An increase in the asset revaluation reserve due to the revised treatment of the increase in State Collection assets.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

15. A decrease in user charges inflows due to adjustments for deferred revenue previously allocated to grants and other contributions.
16. A decrease in grants and other contributions inflows due to completion of capital and maintenance projects and redevelopment of Cobb+Co Museum, Toowoomba and the transfer of funding to Arts Queensland for the provision of facilities management services.
17. A decrease in payments for property, plant and equipment and intangibles due to building maintenance previously reported as capital expenditure and delays in capital projects.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

18. A decrease in grants and other contributions inflows reflecting funding transferred to Arts Queensland for the provision of facilities management services and the redeveloped Cobb+Co Museum, Toowoomba.
19. A decrease in supplies and services outflows reflecting funding transferred to Arts Queensland for the provision of facilities management services.
20. A decrease in payments for property, plant and equipment and intangibles due to completion of capital projects and the redeveloped Cobb+Co Museum, Toowoomba.

Queensland Performing Arts Trust

OVERVIEW

The Queensland Performing Arts Trust manages the Queensland Performing Arts Centre (QPAC). QPAC's vision is to be Queensland's entertainment destination and the leading presenter of performing arts in the Asia Pacific. QPAC contributes to the Government's *Toward Q2: Tomorrow's Queensland* ambitions of Strong – *Creating a diverse economy powered by bright ideas*; Smart – *Delivering world-class education and training*; and Fair – *Supporting safe and caring communities* by presenting high-quality performing arts events and encouraging participation in the arts and engagement in creative process as a means of promoting learning, wellbeing, civic participation and social inclusion.

The key challenge for QPAC is growing and diversifying its activity and commercial income streams within a volatile industry in order to ensure its financial sustainability. QPAC takes a leading role in the advancement of research and debate that articulates the value of creative industries as fundamental drivers of economic growth.

QPAC's strategic direction focuses on its dual functions as a performing arts centre of international standing and an entrepreneurial producer of high-quality performing arts product.

REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Recent achievements

The Queensland Performing Arts Centre:

- celebrated Queensland's 150th anniversary with two significant new commissions – *Rock Show* and *The School of Arts* and the Proclamation Day Concert – a large-scale outdoor contemporary music performance
- presented the 2010 *Out of the Box Festival* for under 8 year olds including the major new work, *On Air*, commissioned for the festival and presented by QPAC and Circa in association with the Sydney Theatre Company
- presented two sold out performances of the internationally acclaimed London Philharmonic Orchestra
- delivered the first stage of a three-year Yonder project through KITE theatre with schools and communities in the Wide Bay Burnett and Logan/Albert regions.

Future developments

The Queensland Performing Arts Centre will:

- co-present, with Queensland Events Corporation Pty Ltd, an Australian exclusive season of the Ballet Nacional de Cuba
- present two major international musicals: *Mamma Mia!* and *West Side Story*
- present the Queensland-wide *Playing It Together* chamber music project for secondary students.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Administrative/professional, artistic/production, and volunteer and casual		275	275	280

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Visitation	1	New measure	..	750,000
- Attendance at paid events		New measure	..	600,000
- Attendance at unpaid events		New measure	..	150,000
Presentations	2			
- Number of performances	3,4	900	1,070	920
- Number of seasons		New measure	..	220
Venue utilisation				
- Lyric Theatre		65%	69%	70%
- Concert Hall	5	70%	60%	70%
- Playhouse		90%	84%	90%
- Cremorne Theatre		75%	81%	75%
Level of audience satisfaction	6	New measure	..	90%
Level of hirer satisfaction	6	New measure	..	95%
Number of regional venues receiving QPAC programming	4	12	13	12
Number of programs hosted by regional venues	7	New measure	..	4
State contribution (\$'000)		10,523	8,573	7,829
Other revenue (\$'000)		22,990	29,269	25,078
Total cost (\$'000)		33,513	37,842	32,907

Notes:

1. Service standard replaces discontinued measure of Attendance. The discontinued measure only captured attendance at ticketed events. QPAC has a significant free/non-ticketed program which will be reflected in the new service standard.
2. The previous measure of Performances has been broadened to Presentations and includes number of performances and seasons.
3. The increase in 2009-10 Est. actual is due to the expanded number of performances in *Out of the Box Festival* program.
4. Wording of the service standard has been amended to improve readability.
5. The decrease in the 2009-10 Est. actual is due to reduction in international touring product.
6. The service standards replace discontinued measures regarding positive review. The new standards allow for clearer delineation between different stakeholder groups.
7. The new service standard provides an indication of QPAC's effectiveness in ensuring QPAC programming is accessible in regional Queensland.

INCOME STATEMENT

Queensland Performing Arts Trust	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,5	22,009	27,972	23,786
Grants and other contributions	2,6	10,523	8,828	7,829
Other revenue		981	1,042	1,292
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		33,513	37,842	32,907
Expenses				
Employee expenses	3	16,564	17,239	16,420
Supplies and services	4	15,976	19,887	15,694
Grants and subsidies	
Depreciation and amortisation		973	716	793
Finance/borrowing costs	
Other expenses	
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		33,513	37,842	32,907
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Queensland Performing Arts Trust	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		64	64	97
Net amount of all revenue and expense adjustments direct to equity not disclosed above		(64)	(64)	(97)
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period	

BALANCE SHEET

Queensland Performing Arts Trust	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	7,12	7,197	5,827	5,948
Receivables	8,13	4,076	5,532	5,532
Other financial assets	
Inventories		129	199	199
Other	9,14	24	885	728
Non-financial assets held for sale	
Total current assets		11,426	12,443	12,407
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		7,641	7,785	7,821
Intangibles		19
Other	
Total non-current assets		7,660	7,785	7,821
TOTAL ASSETS		19,086	20,228	20,228
CURRENT LIABILITIES				
Payables	10,15	2,551	3,141	3,141
Accrued employee benefits		719	845	845
Interest-bearing liabilities and derivatives	
Provisions	
Other	11,16	304	726	726
Total current liabilities		3,574	4,712	4,712
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		3,574	4,712	4,712
NET ASSETS/(LIABILITIES)		15,512	15,516	15,516
EQUITY				
Capital/contributed equity		1,033	1,033	1,033
Retained surplus/(accumulated deficit)		3,654	3,769	3,672
Reserves:				
- Asset revaluation reserve		3,174	3,174	3,174
- Other	17	7,651	7,540	7,637
TOTAL EQUITY		15,512	15,516	15,516

CASH FLOW STATEMENT

Queensland Performing Arts Trust	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	18,23	22,009	28,257	23,786
Grants and other contributions	19,24	10,523	8,828	7,829
Other		981	1,326	1,292
Outflows:				
Employee costs	20	(16,564)	(17,239)	(16,420)
Supplies and services	21	(15,976)	(19,935)	(15,537)
Grants and subsidies	
Borrowing costs	
Other		..	(330)	..
Net cash provided by/(used in) operating activities		973	907	950
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		(79)
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	22	(750)	(413)	(750)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(750)	(413)	(829)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		223	494	121
Cash at the beginning of financial year		6,974	5,333	5,827
Cash transfers from restructure	
Cash at the end of financial year		7,197	5,827	5,948

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in user charges due to ticket sales for three additional major productions by the Queensland Performing Arts Centre.
2. A decrease in grants and other contributions reflecting funding transferred to Arts Queensland for the provision of facilities management services.
3. An increase in employee expenses due to three additional major productions by the Queensland Performing Arts Centre and Enterprise Bargaining arrangements.
4. An increase in supplies and services due to three additional major productions by the Queensland Performing Arts Centre.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

5. An increase in user charges due to a higher number of major commercial productions.
6. A decrease in grants and other contributions reflecting funding transferred to Arts Queensland for the provision of facilities management services and the transfer of the grant for the Out of the Box Festival from 2010-11 to 2009-10 to match expenditure on the festival in June 2010.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

7. A decrease in cash assets reflecting lower opening balances in 2009-10 resulting from the recent redevelopment of the Queensland Performing Arts Centre at the end of 2008-09.
8. An increase in current receivables for events and timing of settlements from the Queensland Performing Arts Trust - Trust Fund.
9. An increase in other current assets due to investment in co-presentations of events to be performed in the following financial year.
10. An increase in current payables for returns to co-presenters from events to be performed in the following financial year.
11. An increase in other current liabilities reflecting unearned revenue on future projects and events.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

12. A decrease in cash assets reflecting lower opening balances in 2009-10 resulting from the recent redevelopment of the Queensland Performing Arts Centre at the end of 2008-09.
13. An increase in current receivables for events and timing of settlements from the Queensland Performing Arts Trust - Trust Fund.
14. An increase in other current assets due to investment in co-presentations of events to be performed in the following financial year.
15. An increase in current payables for returns to co-presenters from events to be performed in the following financial year.
16. An increase in other current liabilities reflecting unearned revenue on future projects and events.
17. Other reserves relate to the Building Development Reserve, Equipment Replacement Reserve, General Reserve and the Commercial Development Reserve.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

18. An increase in user charges due to ticket sales for three additional major productions by the Queensland Performing Arts Centre.
19. A decrease in grants and other contributions inflows reflecting funding transferred to Arts Queensland for the provision of facilities management services.
20. An increase in employee costs due to three additional major productions by the Queensland Performing Arts Centre and Enterprise Bargaining arrangements.
21. An increase in supplies and services due to three additional major productions by the Queensland Performing Arts Centre.
22. A decrease in payments for property, plant and equipment due to restrictions imposed on capital expenditure following a substantial contribution to redevelopment costs in 2008-09.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

23. An increase in user charges due to a higher number of major commercial productions.
24. A decrease in grants and other contributions inflows reflecting funding transferred to Arts Queensland for the provision of facilities management services and the transfer of the grant for the Out of the Box Festival from 2010-11 to 2009-10 to match expenditure on the festival in June 2010.

South Bank Corporation

OVERVIEW

South Bank Corporation (the Corporation) owns and manages the 42 hectare South Bank precinct, which is located in the heart of Brisbane. The precinct comprises the Parklands, Little Stanley Street and Grey Street.

The Corporation is committed to the Government's priorities and its vision to create a world-class precinct, which adds value to the Queensland economy and positions Brisbane as a desirable visitor destination.

The objectives of the Corporation are to:

- promote, facilitate, carry out and control the development, disposal and management of land and other property within the Corporation area
- achieve an appropriate balance between the Corporation's commercial and non-commercial functions
- ensure the Corporation area complements, rather than duplicates, other public use sites in the inner city Brisbane area
- provide for a diverse range of recreational, cultural and educational pursuits for local, regional and international visitors
- accommodate public events and entertainment that benefit the general community
- achieve excellence and innovation in the management of open space and park areas.

The Corporation and the Brisbane Convention and Exhibition Centre (BCEC) combined employ 262 permanent staff and an average of 512 casual employees.

REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Recent achievements

During 2009–10, the precinct continued to host premier events, including several major festivals and sporting events as well as a variety of community activities. In addition:

- the Corporation successfully delivered Christmas Magnifique, the first event developed in cooperation with Little Stanley Street retailers, raising over \$3000 for the nominated charity: The Starlight Foundation. The street dining event received glowing feedback from the 800 diners and the retailers were on average 43% busier in comparison to all other Friday nights in December

- finalised and announced the designs for the Australian Broadcasting Corporation (ABC) and Boardwalk developments. The developments will deliver a number of significant benefits to the precinct
- the innovative, Queensland-designed Happy Haus display of a prefabricated home opened on the site of the delayed South Point development. A temporary community garden was also planted to demonstrate how people living in inner urban areas can grow their own produce
- the Corporation continued works on the Brisbane Convention and Exhibition Centre expansion on Grey Street. The proposed extension was welcomed for its potential to create 4,000 full-time equivalent jobs over the first 15 years of operation including the construction period

Future developments

In 2010–11 the Corporation will continue:

- working with the ABC as they build their headquarters on the corner of Russell and Grey Streets South Bank
- the construction of the Boardwalk redevelopment project. This project will see an additional 70 metres of prime riverfront public space for precinct visitors to enjoy, and in part honours the Corporation's commitment to provide equivalent green space lost due to the ABC development. The new Boardwalk area is expected to be completed and open to the public in early 2011
- the construction of the Brisbane Convention and Exhibition Centre expansion which will activate Grey Street, will link the Centre with South Bank Parklands and enliven Grey Street with a mix of retail experiences as well as provide an additional 42% in event space with 18 additional meeting rooms, a large function room complete with an extensive terrace offering Central Business District and river views
- works on the Stormwater Harvesting project (SHARC). The Corporation secured Australian Government and State funding to complete the facility which will provide 77 mega litres per annum of recycled stormwater, or 89% of the South Bank Parklands' estimated irrigation demand as well as progressively supplementing water features and other public amenities when surplus is available. The finished plant will also include a state-of-the-art display area open to the public that will provide year-round educational opportunities for visitors to learn about urban stormwater harvesting and water conservation.

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Estimated combined FTEs of South Bank Corporation and the Brisbane Convention and Exhibition Centre		463	460	459

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of BCEC events per year		877	894	886
Lead sustainability practice in the dimensions of:				
Potable water consumption	1	New measure	40% reduction on base year	45% reduction on base year
Electrical energy consumption	1	New measure	6% reduction on base year	10% reduction on base year
Assess South Bank's visitor experience by:				
South Bank Visitor's rating their experience as being as 3 or more (based on scale of 1-5 (lowest to highest))		New measure	98%	98%
Number of repeat visits		New measure	66%	75%
Assess customer and stakeholder satisfaction by:				
Number of collaborative projects completed with partners		New measure	133 events 279 days	150 events 300 days
Number of collaborative projects completed with customers		New measure	66 events 226 days	85 events 250 days
Turnover percentage of tenancies		New measure	4%	1%
State contribution (\$'000)		35,625	35,625	10,025
Other revenue (\$'000)		61,322	66,522	68,465
Total cost (\$'000)		70,435	77,052	78,345

Notes:

1. Percentage reduction on the base year of 2005-06.

INCOME STATEMENT

South Bank Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,6	57,122	61,322	62,165
Grants and other contributions	7	35,625	35,625	13,325
Other revenue	2,8	2,200	3,200	1,000
Gains on sale/revaluation of property, plant and equipment and investments		2,000	2,000	2,000
Total income		96,947	102,147	78,490
Expenses				
Employee expenses	3,9	25,100	7,693	7,967
Supplies and services	4,10	29,490	50,514	53,628
Grants and subsidies	5	..	3,000	..
Depreciation and amortisation	11	14,120	14,120	15,000
Finance/borrowing costs		1,725	1,725	1,750
Other expenses	
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		70,435	77,052	78,345
OPERATING SURPLUS/(DEFICIT)		26,512	25,095	145

STATEMENT OF CHANGES IN EQUITY

South Bank Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		26,512	25,095	145
Total recognised income and expense for the period		26,512	25,095	145
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		26,512	25,095	145

BALANCE SHEET

South Bank Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	12,20	80,942	98,336	5,779
Receivables		2,772	2,749	2,749
Other financial assets	
Inventories		364	326	326
Other		1,442	2,085	2,085
Non-financial assets held for sale	
Total current assets		85,520	103,496	10,939
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	13,21	619,121	571,499	660,792
Intangibles	
Other		1,446	3,472	3,472
Total non-current assets		620,567	574,971	664,264
TOTAL ASSETS		706,087	678,467	675,203
CURRENT LIABILITIES				
Payables		9,667	7,414	7,505
Employee benefits obligations	14,22	2,297
Interest-bearing liabilities and derivatives		3,177	3,177	3,177
Provisions	15,23	..	345	345
Other	16	17,339	20,564	17,064
Total current liabilities		32,480	31,500	28,091
NON-CURRENT LIABILITIES				
Payables	17,24	..	548	548
Employee benefits obligations	18,25	640
Interest-bearing liabilities and derivatives		25,185	28,667	28,667
Provisions	19,26	..	116	116
Other	
Total non-current liabilities		25,825	29,331	29,331
TOTAL LIABILITIES		58,305	60,831	57,422
NET ASSETS/(LIABILITIES)		647,782	617,636	617,781
EQUITY				
Capital/contributed equity		291,624	291,624	291,624
Retained surplus/(Accumulated deficit)		41,292	30,254	30,399
Reserves:				
- Asset revaluation reserve		314,866	295,758	295,758
- Other	
TOTAL EQUITY		647,782	617,636	617,781

CASH FLOW STATEMENT

South Bank Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. Act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	27,34	65,622	73,822	62,665
Grants and other contributions	35	35,625	35,625	13,325
Other	28,36	6,200	7,200	5,000
Outflows:				
Employee costs	29,37	(25,100)	(8,513)	(7,967)
Supplies and services	30,38	(24,990)	(49,553)	(57,628)
Grants and subsidies	31	..	(3,000)	..
Borrowing costs		(1,725)	(1,725)	(1,750)
Other		(4,000)	(7,029)	(3,909)
Net cash provided by/(used in) operating activities		51,632	46,827	9,736
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	32,39	(90,201)	(77,906)	(102,293)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(90,201)	(77,906)	(102,293)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	33,40	(3,110)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(3,110)
Net increase/(decrease) in cash held		(41,679)	(31,079)	(92,557)
Cash at the beginning of financial year		122,621	129,415	98,336
Cash transfers from restructure	
Cash at the end of financial year		80,942	98,336	5,779

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in user charges primarily due to better than anticipated economic conditions for almost all revenue streams.
2. An increase in other revenue due to additional interest earned on greater than anticipated cash assets held throughout the year due to the timing of commencement of the Brisbane Convention and Exhibition Centre expansion.
3. A decrease in employee expenses primarily due to a change in accounting policy to disclose contracted employees managing the Brisbane Convention and Exhibition Centre as a supplies and services expense rather than an employee expense.
4. An increase in supplies and services primarily due to a change in accounting policy to disclose contracted employees managing the Brisbane Convention and Exhibition Centre as a supplies and services expense rather than an employee expense.
5. An increase in grants and subsidies due to a contribution to Arts Queensland to assist with the co-location of the Queensland Symphony Orchestra with the Australian Broadcasting Corporation at South Bank.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

6. An increase in user charges primarily due to improving economic conditions for almost all revenue streams.
7. A decrease in grants and other contributions reflecting the planned reduction in state capital contributions for the Brisbane Convention and Exhibition Centre expansion which is planned for completion in 2010-11.
8. A decrease in other revenue primarily due to lower interest revenue anticipated on decreased cash balances in 2010-11 mainly due to the expansion of the Brisbane Convention and Exhibition Centre.
9. A decrease in employee expenses primarily due to a change in accounting policy which mandates that contracted employees managing the Brisbane Convention and Exhibition Centre be recorded as a supplies and services expense rather than an employee expense.
10. An increase in supplies and services primarily due to a change in accounting policy to disclose contracted employees managing the Brisbane Convention and Exhibition Centre as a supplies and services expense rather than an employee expense.
11. An increase in depreciation and amortisation due to the anticipated completion of the Storm Water Harvesting and Reuse Centre in 2010-11.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

12. An increase in cash assets due to later than anticipated capital project construction payments for the Brisbane Convention and Exhibition Centre expansion.
13. A decrease in property, plant and equipment due to less work-in-progress recorded in relation to the expansion of the Brisbane Convention and Exhibition Centre.
14. A decrease in employee benefits obligations due to a change in accounting policy to disclose this liability as a payable.
15. An increase in current provisions as current permanent employee long service leave entitlements are now recorded as a provision at year end.
16. An increase in other current liabilities due to receipts for future development land sales being held as unearned income.
17. An increase in payables as non-current long service leave entitlements for contractors (Brisbane Convention and Exhibition Centre workers) are now recorded as a payable.
18. A decrease in employee benefits obligations as non-current long service leave entitlements for permanent employees are now recorded as a provision and contracted workers as a payable.
19. An increase in provisions as non-current long service leave entitlements for permanent employees are now recorded as a provision.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. A decrease in cash assets due to capital project construction payments being incurred throughout 2010-11 for the Brisbane Convention and Exhibition Centre expansion.
21. An increase in property, plant and equipment due to the Brisbane Convention and Exhibition Centre expansion, and construction of the Boardwalk redevelopment and the Storm Water Harvesting and Reuse Centre.
22. A decrease in employee benefits obligations due to a change in accounting policy to disclose this liability as a payable.
23. An increase in current provisions as current permanent employee long service leave entitlements are now recorded as a provision at year end.
24. An increase in payables as non-current long service leave entitlements for contractors (Brisbane Convention and Exhibition Centre workers) are now recorded as a payable.
25. A decrease in employee benefits obligations due to a change in accounting policy to disclose this liability as a payable.
26. An increase in provisions as non-current long service leave entitlements for permanent employees are now recorded as a provision.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

27. An increase in user charges primarily due to better than anticipated economic conditions for almost all revenue streams.
28. An increase in other revenue due to additional interest earned on greater than anticipated cash assets held throughout the year due to the timing of commencement of the Brisbane Convention and Exhibition Centre expansion.
29. A decrease in the employee costs primarily due to a change in accounting policy to disclose contracted employees managing the Brisbane Convention and Exhibition Centre as a supplies and services expense rather than an employee expense.
30. An increase in supplies and services primarily due to a change in accounting policy to disclose contracted employees managing the Brisbane Convention and Exhibition Centre as a supplies and services expense rather than an employee expense.

31. An increase in grants and subsidies due to a contribution to Arts Queensland to assist with the co-location of the Queensland Symphony Orchestra with the Australian Broadcasting Corporation at South Bank.
32. A decrease in payments for property, plant and equipment and intangibles primarily due to lower than anticipated purchases associated with the Brisbane Convention and Exhibition Centre.
33. A decrease in borrowing redemptions due to a change in the loan repayment schedule.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

34. A decrease in user charges primarily due to the receipt of land sales prepayments in prior years.
35. A decrease in grants and other contributions reflecting the planned reduction in state capital contributions for the Brisbane Convention and Exhibition Centre expansion which is planned to be completed in 2010-11.
36. A decrease in other revenue primarily due to lower interest anticipated on decreased cash balances in 2010-11 due to expenditure on the Brisbane Convention and Exhibition Centre expansion.
37. A decrease in the employee costs primarily due to a change in accounting policy which mandates that contracted employees managing the Brisbane Convention and Exhibition Centre be recorded as a supplies and services expense rather than an employee expense.
38. An increase in supplies and services primarily due to a change in accounting policy which mandates that contracted employees managing the Brisbane Convention and Exhibition Centre be recorded as a supplies and services expense rather than an employee expense.
39. An increase in payments for property, plant and equipment and intangibles primarily due to the additional capital purchases for the Brisbane Convention and Exhibition Centre expansion, the Boardwalk redevelopment and the Storm Water Harvesting and Reuse Centre.
40. A decrease in borrowing redemptions due to a change in the loan repayment schedule.

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PART 2

Office of the Governor

Summary of Budget

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
1-82	Office of the Governor	5,056	5,527	5,656

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Premier of Queensland.

STRATEGIC ISSUES

The Governor is The Queen's representative in Queensland. The powers of the Governor derive from the Commission of Appointment issued by The Queen and are prescribed in legal or Constitutional terms in the following principal references: the *Australia (Requests and Consent) Act 1985*, the *Australia Act 1996*, and by the Queensland statutes, the *Constitution of Queensland 2001*, the *Parliament of Queensland Act 2001*, the *Constitution Act 1867*, the *Constitution Act Amendment Act 1890*, and the *Constitution Act Amendment Act 1934*.

The Office of the Governor exists to provide personal, administrative and logistical support to the Governor and to manage the Government House Estate. The strategic objectives of the Office of the Governor are to support the Governor in order to enable Her Excellency to exercise her statutory and constitutional, official and ceremonial, and civic and social duties of office. As a separate entity, the Office of the Governor enables the Governor to provide independent, non-political authority to the parliamentary process.

The Office of the Governor directly contributes to the key priorities of the Government through its focus on supporting the role of the Governor.

2010-11 HIGHLIGHTS

In 2010-11 the Office of the Governor will continue to support the official and public responsibilities of the Governor.

The Office received funding in the 2009-10 Mid-Year Review to implement a program of works to update the information technology systems used by the Office of the Governor. It is anticipated that these works will be completed in 2010-11.

RECENT ACHIEVEMENTS

During 2009-10, the Office of the Governor:

- supported the Governor's attendance at meetings of the Executive Council
- conducted investitures for recipients of Australian honours and awards
- supported awards ceremonies for the Winston Churchill Memorial Trust; the Order of St John in Australia; the Royal Humane Society of Australasia; St John Ambulance Australia – Queensland; the Scout Association of Australia (Queensland Branch); Guides Australia (Queensland); the Boys Brigade Australia (Queensland); and Girls Brigade Queensland Inc
- supported a program of engagements at Government House, and in and around Brisbane
- supported the Governor in her role as Patron of 172 organisations
- planned and supported regional travel by the Governor, providing support to rural and regional communities
- supported the Governor in issuing approximately 2,100 congratulatory letters and similar correspondence
- received and referred for the Governor's consideration approximately 150 petitions and protests

- expect to host over 6,000 visitors on two open days as well as over 64 school and community group visits to Government House.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

The *Constitution of Queensland 2001* provides that there must be a Governor of Queensland who is appointed by the Sovereign. The Governor, Her Excellency Ms Penelope Wensley, AO is authorised and required to do and execute all matters that pertain to her office, according to law.

Queensland's Constitution allows the Governor to appoint Ministers; to summon and dissolve Parliament, and establishes the Executive Council, which is presided over by the Governor. While the Governor, as the representative of The Queen and Head of State in Queensland does not participate in the political process, it is the main constitutional responsibility of the Governor to ensure that the State continues to have a stable government which commands the popular support of the Parliament.

The personal, administrative and logistic support provided by the Office of the Governor enables the Governor to exercise her constitutional powers and responsibilities effectively and undertake official, ceremonial and civic duties. The Office of the Governor also maintains the Government House Estate.

By assisting the Governor to exercise her constitutional powers and responsibilities and undertake other duties as Head of State, the Office of the Governor supports the Government's outcomes and priorities for Queensland.

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services				
Personal, administrative and logistical support to the Governor and management of the Government House Estate		35	32	34
Total		35	32	34

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Personal, administrative and logistical support to the Governor and management of the Government House Estate				
Number of:	1,2,3			
Meetings of Executive Council		48	46	48
Visits to Queensland regional centres		35	39	45
Days in Queensland regional centres		New measure	..	70
Honours and awards ceremonies		35	41	40
Patronage commitments		100	125	125
Civic and community activities		350	370	370
Speeches and messages		200	255	250
Percentage of works projects accord with Government House Conservation Plan		90%	90%	90%
Percentage of grounds maintained to agreed specifications		90%	90%	90%
Percentage that the working and accommodation environment is safe and secure		100%	100%	100%
Percentage of works projects completed on time and within budget		100%	100%	100%
Percentage of correspondence and requests responded to within 10 days		100%	>95%	>95%
State contribution (\$000)		5,056	5,527	5,656
Other revenue (\$000)	
Total cost (\$000)		5,056	5,527	5,656

Notes:

1. 'Number of Days in Queensland regional centres' has been added as a measure of the Governor's commitment to regional Queensland.
2. 'Number of Speeches, messages and media releases' has been amended to exclude 'media releases' as this is not an appropriate measure of performance.
3. 'Number of Congratulatory messages' has been removed as this information is included in the accompanying text.

INCOME STATEMENT

Office of the Governor	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,4	5,056	5,527	5,656
User charges	
Grants and other contributions	
Other revenue	
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		5,056	5,527	5,656
Expenses				
Employee expenses	2,5	3,319	3,514	3,645
Supplies and services	3,6	1,673	1,944	1,899
Grants and subsidies	
Depreciation and amortisation	7	35	40	83
Finance/borrowing costs	
Other expenses		29	29	29
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		5,056	5,527	5,656
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Office of the Governor	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		26	26	26
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		26	26	26
Surplus/(deficit) for the period	
Total recognised income and expense for the period		26	26	26
Equity injection/(withdrawal)	8,9	..	100	456
Equity adjustments (MoG transfers)	
Total movement in equity for period		26	126	482

BALANCE SHEET

Office of the Governor	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		474	227	227
Receivables		28	81	81
Other financial assets	
Inventories		23	27	27
Other		1	35	35
Non-financial assets held for sale	
Total current assets		526	370	370
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	10	1,108	1,183	1,209
Intangibles		456
Other	
Total non-current assets		1,108	1,183	1,665
TOTAL ASSETS		1,634	1,553	2,035
CURRENT LIABILITIES				
Payables		378	277	277
Accrued employee benefits		67	5	5
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		445	282	282
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		445	282	282
NET ASSETS/(LIABILITIES)		1,189	1,271	1,753
EQUITY				
Capital/contributed equity		765	865	1,321
Retained surplus/(accumulated deficit)		(95)	(88)	(88)
Reserves:				
- Asset revaluation reserve		519	494	520
- Other	
TOTAL EQUITY		1,189	1,271	1,753

CASH FLOW STATEMENT

Office of the Governor	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	11,14	5,056	5,527	5,656
User charges	
Grants and other contributions	
Other	
Outflows:				
Employee costs	12,15	(3,319)	(3,514)	(3,645)
Supplies and services	13,16	(1,673)	(1,944)	(1,899)
Grants and subsidies	
Borrowing costs	
Other		(29)	(29)	(29)
Net cash provided by/(used in) operating activities		35	40	83
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	17	(35)	(140)	(539)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(35)	(140)	(539)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections		..	100	499
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals		(43)
Net cash provided by/(used in) financing activities		..	100	456
Net increase/(decrease) in cash held	
Cash at the beginning of financial year		474	227	227
Cash transfers from restructure	
Cash at the end of financial year		474	227	227

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in service revenue due to the return of deferred funding from 2008-09 and additional funding provided at Mid-Year Review primarily for a program of renewal of the Office's Information Technology systems as well as to implement various administrative and legislative changes.
2. An increase in employee expenses to implement a program of renewal of the Office's Information Technology systems as well as to implement various administrative and legislative changes.
3. An increase in supplies and services primarily to implement a program of renewal of the Office's Information Technology systems.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

4. An increase in service revenue due to the return of deferred funding from 2008-09 and additional funding provided at Mid-Year Review primarily for a program of renewal of the Office's Information Technology systems as well as to implement various administrative and legislative changes.
5. An increase in employee expenses to implement a program of renewal of the Office's Information Technology systems as well as to implement various administrative and legislative changes.
6. An increase in supplies and services primarily to implement a program of renewal of the Office's Information Technology systems.
7. An increase in depreciation associated with assets acquired as part of a program of renewal of the Office's Information Technology systems.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

8. Equity injection associated with a program of renewal of the Office's Information Technology systems.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

9. Equity injection associated with a program of renewal of the Office's Information Technology systems.

Balance sheet

Major variations between 2009-10 Budget and 2010-11 Estimate include:

10. Increase in intangible assets due to the program of renewal of the Office's Information Technology systems.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

11. An increase in service receipts due to the return of deferred funding from 2008-09 and additional funding provided at Mid-Year Review primarily for a program of renewal of the Office's Information Technology systems as well as to implement various administrative and legislative changes.
12. An increase in employee costs to implement a program of renewal of the Office's Information Technology systems as well as to implement various administrative and legislative changes.
13. An increase in supplies and services primarily to implement a program of renewal of the Office's Information Technology systems.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

14. An increase in service receipts due to the return of deferred funding from 2008-09 and additional funding provided at Mid-Year Review primarily for a program of renewal of the Office's Information Technology systems as well as to implement various administrative and legislative changes.
15. An increase in employee costs to implement a program of renewal of the Office's Information Technology systems as well as to implement various administrative and legislative changes.
16. An increase in supplies and services primarily to implement a program of renewal of the Office's Information Technology systems.
17. An increase in payments for property, plant and equipment associated with assets acquired as part of a program of renewal of the Office's Information Technology systems.

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PART 3

Public Service Commission

Summary of Budget

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
1-91	Public Service Commission	11,332	14,228	12,926

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Premier of Queensland is the Minister responsible for all functions within this agency.

STRATEGIC ISSUES

The Public Service Commission (PSC) was established under the *Public Service Act 2008*. It supports the achievement of the main purposes of the Act by enhancing the public service's human resource management and capability, and reviewing and improving the overall effectiveness and efficiency of government entities.

The PSC supports a high performing, innovative public service that is responsive to Government priorities and focused on the delivery of services in a professional and non-partisan way. The PSC *Strategic Plan 2009-13* contains four objectives:

Objective 1: PSC leadership contributes to achieving a high performing workforce and efficient organisations. This will be measured by stakeholder and Chief Executive Officer (CEO) satisfaction with the quality of support provided to implement service-wide performance frameworks; and the extent of performance development plans in place for all members of the Chief Executive and Senior Executive Service (SES).

Objective 2: PSC leadership contributes to public service reform, and drives efficiencies and improved service delivery. This will be measured by the Performance Leadership Group's satisfaction with PSC's contribution to departments' organisational reform and driving efficiencies; key stakeholders' satisfaction with PSC leadership and quality of advice provided and the number of publications/resources produced for the sector which inform service delivery.

Objective 3: Be a partner of choice for building capability, leadership and performance. This will be measured by the number of programs partnered with departments and other institutions.

Objective 4: PSC capacity supports our priorities. This will be measured by the percentage of performance and development agreements in place; and the extent to which staff consider that the PSC operates within its values.

The PSC will achieve these objectives by working collaboratively with agencies and stakeholders, to identify areas of improvement and enable change. In support of *Toward Q2: Tomorrow's Queensland*, the objectives are framed to address today's public service environment of complexity, change and ever increasing community expectations. In support of delivering the best possible service to Queensland, the PSC strives to build a strong, capable and efficient public service.

For economy and efficiency, funding for the Integrity Commissioner is included within the Service Revenue for the PSC. The Integrity Commissioner reports annually to Parliament and meets with the Integrity, Ethics and Parliamentary Privileges Committee of the Parliament at least twice a year.

2010-11 HIGHLIGHTS

Public Service Commission

During 2010-11, the Public Service Commission will:

- produce the inaugural Queensland *State of the Service* Report, an authoritative assessment of the strengths and achievements of the public service at a whole-of-Government level
- develop a strategy to build a stronger performance culture across the sector in support of the *Toward Q2: Tomorrow's Queensland* ambitions
- continue to research best practice approaches to innovative whole-of-Government service delivery models
- work collaboratively with the Department of the Premier and Cabinet (DPC) and agencies, including providing strategic advice to the Performance Leadership Group (PLG) and CEO Leadership Team, to embed the implementation of the Queensland Government Performance Management Framework across the public service
- implement the Government's Integrity and Accountability reform agenda including legislative and regulatory amendments, oversight of public interest disclosures, a single Code of Conduct, enhanced ethical decision-making and public sector discipline
- develop a new employee performance management directive and tools
- develop a capability strategy for policy skills development in partnership with the DPC, including a whole-of-Government policy graduate program
- manage the *Chief Executive Performance and Development Framework* and support the *Senior Executive Performance and Development Framework*
- continue to develop strategies for Executive Talent Management, building on Senior Executive Service (SES) leadership capability and developing options for an Executive Mobility program
- work in partnership with agencies to support and build capability in organisational performance management and evaluation
- lead and continuously improve the public service workforce legislative, regulatory and policy framework
- partner with agencies on key government workforce priorities including: equality of employment opportunity; decentralisation; worker health; workforce rejuvenation; and Aboriginal and Torres Strait Islander employment
- co-develop and launch a 'one stop shop' Flexible Workplaces information website
- support the *Inspiring Leadership* offerings through the University of Queensland, Queensland University of Technology, Institute of Public Administration Australia (Qld) (IPAA) and the Australian Institute of Management, and enhance the marketing, coverage and enrolments for the *Public Sector Management Program*
- implement legislative amendments to the *Public Service Act 2008*.

Office of the Integrity Commissioner

In 2010-11, the Office of the Integrity Commissioner will continue to:

- provide timely advice to designated persons on ethics or integrity issues including conflict of interest issues
- give advice to the Premier on issues concerning ethics or integrity involving any person who is a designated person other than a non-Government Member of Parliament
- meet with and give advice to Members of the Legislative Assembly on interest issues
- maintain the Queensland Register of Lobbyists and have responsibility for the registration of lobbyists
- promote adherence to the *Lobbyists Code of Conduct*

- meet with the Auditor-General of Queensland, Chairperson of the Crime and Misconduct Commission, the Ombudsman, the Information Commissioner and the Commission Chief Executive of the Public Service Commission to discuss matters of common interest
- provide lectures and papers to increase awareness pertaining to public discussion issues relevant to the Integrity Commissioner's functions and expand the material available on the Integrity Commissioner's website.

RECENT ACHIEVEMENTS

Public Service Commission

During 2009-10, the Public Service Commission:

- advised and assisted agencies managing Machinery-of-Government (MoG) changes and implementation of the government's service delivery reform agenda
- supported MoG reforms through new directives and the *Workforce Rejuvenation Scheme*
- provided advice and support to the PLG, the central agency governance body responsible for performance management issues across the public service
- established an Ethical Standards Branch to advise on public sector ethics issues
- reviewed the first twelve months of operation of the *Public Service Act 2008*
- supported agency implementation of the *Queensland Capability and Leadership Framework* (CLF) and its inclusion into the new *Recruitment and Selection Directive*
- partnered with the Department of Infrastructure and Planning on a pilot project to deliver efficiencies in recruitment and selection using the CLF
- managed the *Chief Executive Performance and Development Framework* including coordination of performance agreements and annual performance reviews
- implemented a whole-of-Government *SES Performance and Development Framework*
- designed and delivered the *Inspiring Executive Leadership Program* in partnership with the University of Queensland and IPAA (Qld)
- developed and conducted an SES induction program and SES Seminar series
- delivered the first *Inspiring Women* mentoring program to 408 participants in 2009, and to 267 participants in the second program in February 2010
- established the Workforce Planning Community of Practice
- worked in partnership with Department of Transport and Main Roads, Department of Environment and Resource Management, Department of Public Works, Department of Community Safety and Translink to encourage flexible work arrangements
- developed and launched three guides to enhance organisational performance management capability under the *Queensland Government Performance Management Framework*
- worked with DPC and the Queensland Government Chief Information Office regarding integration of organisational performance management frameworks across the sector
- created a web-based 'Learning Central' portal on leadership and development programs
- designed a whole-of-Government DVD induction tool
- documented the outcomes and learnings from the staff engagement pilot projects conducted in partnership with the Department of Communities and Queensland Health
- worked in partnership with two Queensland Government agencies to lead analysis projects designed to improve the agency business performance
- replaced the existing stand-alone SES database with an improved Executive Career Management system with the capacity to enable web-based access by departments
- established a panel of providers for executive recruitment services
- negotiated access to the Australian Public Service Commission's Capability Development Panel and eLearning Support Services and Solutions Panel

- coordinated support for 12 participants completing the *2009 Queensland Government Graduate Program*
- issued 13 directives, two policies and six guidelines to support workforce reform
- continued to provide disciplinary, promotion and fair treatment appeals services.

Office of the Integrity Commissioner

During 2009-10, the Integrity Commissioner:

- continued to provide timely advice on ethics, integrity and conflict of interest issues
- continued to give advice to the Premier, at her request, on ethics and integrity issues
- took part in the discussion of the Government's green paper on integrity and accountability as a member of the round table group
- continued to expand the material available on the Integrity Commissioner's website
- From 1 January assumed responsibility for the Queensland Register of Lobbyists and developed and approved a Lobbyists Code of Conduct
- continued to provide lectures and papers to increase awareness of issues pertaining to public discussion of ethics and integrity, including conflict of interest issues
- provided lectures and papers to local government and other organisations to increase awareness of the Queensland Register of Lobbyists and limitations on lobbying
- continued to meet with the Auditor-General of Queensland, Chairperson of the Crime and Misconduct Commission, the Ombudsman, the Information Commissioner and the Commission Chief Executive of the Public Service Commission to discuss matters of common interest
- continued to contribute to the broader discussion and understanding of public service ethical issues through presentations to the Queensland Public Service Ethics Network, the Public Sector Governance Collaborative and individual departments
- continued to work with the Public Service Commission to raise awareness and standards of public service ethics.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

The Public Service Commission is responsible for overseeing and improving the management of the public service's human resources including staff development and improving public service performance and innovation, service delivery and accountability. The Integrity Commissioner, as an independent statutory office holder appointed by the Governor in Council under the *Public Service Ethics Act 1994*, advises the Premier and other designated persons on ethics or integrity issues including conflicts of interest.

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services				
Provision of services for a high performing public service	2	75	72	69
Total		75	72	69

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Reduction in FTE due to a decrease in establishment staffing numbers.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Provision of services for a high performing public service				
Percentage of publications and resources implemented that assist service delivery reform and improved performance capability	1	New measure	..	85%
CEOs satisfaction with the level of support provided		New measure	..	85%
Percentage of annual performance agreements in place for the Chief Executive Service		New measure	..	100%
Number of Directives reviewed and reissued	2	New measure	..	10
Percentage of appeals finalised within required timeframes		New measure	..	80%
Percentage of programs partnered with departments	3	New measure	..	85%
State contribution (\$000)		9,209	11,497	11,121
Other revenue (\$000)		2,123	2,731	1,805
Total cost (\$000)		11,332	14,228	12,926

Notes:

1. Comparison of actual publications released against planned publications expressed as a percentage.
2. The increased 2010-11 Target/est. is in support of facilitating a range of government workforce reform agendas, by the PSC undertaking a broader review and reissue of directives.
3. Comparison of actual programs partnered against planned programs partnered expressed as a percentage.

INCOME STATEMENT

Public Service Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,10	9,209	11,497	11,121
User charges	2,11	799	1,558	773
Grants and other contributions	3,12	1,239	1,128	992
Other revenue	4,13	85	45	40
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		11,332	14,228	12,926
Expenses				
Employee expenses	5,14	7,410	8,533	8,196
Supplies and services	6,15	3,910	5,378	4,619
Grants and subsidies	7	..	223	..
Depreciation and amortisation	8,16	12	48	65
Finance/borrowing costs	
Other expenses	9,17	..	46	46
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		11,332	14,228	12,926
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Public Service Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)		..	14	..
Equity adjustments (MoG transfers)		..	462	..
Total movement in equity for period		..	472	..

BALANCE SHEET

Public Service Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	18,25	1,699	771	715
Receivables		519	559	559
Other financial assets	
Inventories	
Other	19,26	225	128	128
Non-financial assets held for sale	
Total current assets		2,443	1,458	1,402
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	20,27	40	514	514
Intangibles	
Other	
Total non-current assets		40	514	514
TOTAL ASSETS		2,483	1,972	1,916
CURRENT LIABILITIES				
Payables	21,28	1,707	547	547
Accrued employee benefits	22,29	322	399	399
Interest-bearing liabilities and derivatives	
Provisions	
Other	23	..	56	..
Total current liabilities		2,029	1,002	946
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		2,029	1,002	946
NET ASSETS/(LIABILITIES)		454	970	970
EQUITY				
Capital/contributed equity	24,30	388	929	929
Retained surplus/(accumulated deficit)		66	41	41
Reserves:				
- Asset revaluation reserve	
- Other	
TOTAL EQUITY		454	970	970

CASH FLOW STATEMENT

Public Service Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	31,41	9,209	12,192	11,121
User charges	32,42	799	1,361	717
Grants and other contributions	33,43	1,239	974	992
Other	34,44	85	45	40
Outflows:				
Employee costs	35,45	(7,410)	(8,533)	(8,196)
Supplies and services	36,46	(3,910)	(6,073)	(4,619)
Grants and subsidies	37	..	(223)	..
Borrowing costs	
Other	38,47	..	(46)	(46)
Net cash provided by/(used in) operating activities		12	(303)	9
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	39,48	(12)	(62)	(65)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(12)	(62)	(65)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	40	..	14	..
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		..	14	..
Net increase/(decrease) in cash held		..	(351)	(56)
Cash at the beginning of financial year		1,699	1,122	771
Cash transfers from restructure	
Cash at the end of financial year		1,699	771	715

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in service revenue primarily due to new initiative funding for Integrity related functions, *State of the Service Report*, the enhancement of the Commission's work program and funding carried forward from 2008-09 for the Urban Congestion Management project, the Graduate Program and operational activities.
2. An increase in user charges primarily due to revenue received but unearned in 2008-09 for use of the Workforce Analysis and Comparison Application and new revenue received for a trial of the *Inspiring Women* mentoring program.
3. A decrease in grants and other contributions primarily due to changing the delivery of the Queensland Government Graduate Program, partly offset by the reclassification of revenues received for Lominger (a human resources tool used to develop departmental competency sets) from other revenue.
4. A decrease in other revenue primarily due to reduced interest revenue received by the Public Sector Management Program and the reclassification of revenues received for Lominger (a human resources tool used to develop departmental competency sets) to grants and other contributions.
5. An increase in employee expenses primarily due to additional costs in 2009-10 for Integrity related functions, the enhancement of the Commission's work program and expenses carried forward from 2008-09 for the Urban Congestion Management project, partly offset by changing the delivery of the Queensland Government Graduate Program.
6. An increase in supplies and services primarily due to additional costs in 2009-10 for Integrity related functions, *State of the Service Report* and the enhancement of the Commission's work program, as well as expenses carried forward from 2008-09 for the Urban Congestion Management project and trial of the *Inspiring Women* mentoring program. The increase has been partly offset by changing the delivery of the Queensland Government Graduate Program.
7. An increase in grants and subsidies due to the return of unspent funds associated with the Queensland Government Graduate Program to contributing departments.
8. An increase in depreciation and amortisation primarily due to asset purchases for Integrity related functions and the leasehold fit out associated with the Commission's relocation.
9. An increase in other expenses due to the reclassification of audit fees and insurance from supplies and services.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

10. An increase in service revenue primarily due to Integrity related functions, *State of the Service Report*, the enhancement of the Commission's work program and Enterprise Bargaining arrangements, partly offset by the planned completion of the Urban Congestion Management project in 2009-10.
11. A decrease in user charges primarily due to a reduction in Public Sector Management Program revenues.
12. A decrease in grants and other contributions primarily due to changing the delivery of the Queensland Government Graduate Program, partly offset by the reclassification of revenues received for Lominger (a human resources tool used to develop departmental competency sets) from other revenue.
13. A decrease in other revenue primarily due to reduced interest revenue received by the Public Sector Management Program and the reclassification of revenues received for Lominger (a human resources tool used to develop departmental competency sets) to grants and other contributions.
14. An increase in employee expenses primarily due to Integrity related functions, *State of the Service Report* and Enterprise Bargaining arrangements, partly offset by the planned completion of the Urban Congestion Management project in 2009-10 and changing the delivery of the Queensland Government Graduate Program.
15. An increase in supplies and services primarily due to Integrity related functions, *State of the Service Report* and the enhancement of the Commission's work program, partly offset by the planned completion of the Urban Congestion Management project in 2009-10 and changing the delivery of the Queensland Government Graduate Program.
16. An increase in depreciation and amortisation primarily due to the leasehold fit out associated with the Commission's relocation, additional asset purchases to support Integrity related functions and the enhancement of the Commission's work program.
17. An increase in other expenses primarily due to the reclassification of audit fees and insurance from supplies and services.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

18. A decrease in cash assets primarily due to movements in payables.
19. A decrease in other current assets based on trend in actual balance of prepayments over previous years.
20. An increase in property, plant and equipment primarily due to the capitalisation of leasehold fit out costs associated with the Commission's relocation and asset purchases for Integrity related functions.
21. A decrease in payables based on trend in actual balances over previous years.
22. An increase in accrued employee benefits obligations primarily due to greater outstanding levy payable at year end to the Annual Leave Centralised Scheme (ALCS).
23. An increase in other current liabilities due to accrued revenue held for the multi-year use of the Workforce Analysis and Comparison Application.
24. An increase in contributed equity primarily due to the capitalisation of leasehold fit out costs associated with the Commission's relocation and an equity injection associated with asset purchases for Integrity related functions.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

25. A decrease in cash assets primarily due to movements in payables.
26. A decrease in other current assets based on trend in actual balance of prepayments over previous years.
27. An increase in property, plant and equipment primarily due to the capitalisation of leasehold fit out costs associated with the Commission's relocation, additional asset purchases to support Integrity related functions and the enhancement of the Commission's work program.
28. A decrease in payables based on trend in actual balances over previous years.
29. An increase in accrued employee benefits obligations primarily due to greater outstanding levy payable at year end to the Annual Leave Centralised Scheme (ALCS).

30. An increase in contributed equity due to the capitalisation of leasehold fit out costs associated with the Commission's relocation.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

31. An increase in service receipts primarily due to new initiative funding for Integrity related functions, *State of the Service Report* and the enhancement of the Commission's work program and funding carried forward from 2008-09 for the Urban Congestion Management project, Graduate Program and operational activities.
32. An increase in user charges receipts primarily due to new revenue received for a trial of the *Inspiring Women* mentoring program. This has been partly offset by a reduction in revenues for the Public Sector Management Program.
33. A decrease in grants and other contributions primarily due to changing the delivery of the Queensland Government Graduate Program, partly offset by the reclassification of revenues received for Lominger (a human resources tool used to develop departmental competency sets) from other operating activity receipts.
34. A decrease in other inflows primarily due to reduced interest revenue received by the Public Sector Management Program and the reclassification of revenues received for Lominger (a human resources tool used to develop departmental competency sets) to grants and other contribution receipts.
35. An increase in employee costs primarily due to additional costs in 2009-10 for Integrity related functions, the enhancement of the Commission's work program and costs carried forward from 2008-09 for the Urban Congestion Management project. These outflows are partly offset by changing the delivery of the Queensland Government Graduate Program.
36. An increase in supplies and services primarily due to additional costs in 2009-10 for Integrity related functions, *State of the Service Report*, the enhancement of the Commission's work program, expenses carried forward from 2008-09 for the Urban Congestion Management project and trial of the *Inspiring Women* mentoring program. The increase has been partly offset by changing the delivery of the Graduate Program.
37. An increase in grants and subsidies due to the return of unspent funds associated with the Queensland Government Graduate Program to contributing departments.
38. An increase in other outflows due to the reclassification of audit fees and insurance from supplies and services.
39. An increase in payments for property, plant and equipment and intangibles primarily due to asset purchases associated with Integrity related functions and capitalisation of leasehold fit out costs associated with the Commission's relocation.
40. An increase in equity injections due to Integrity related functions.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

41. An increase in service receipts primarily due to Integrity related functions, *State of the Service Report*, the enhancement of the Commission's work program and Enterprise Bargaining arrangements, partly offset by the planned completion of the Urban Congestion Management project in 2009-10.
42. A decrease in user charges primarily due to a reduction in Public Sector Management Program receipts.
43. A decrease in grants and other contributions receipts primarily due to changing the delivery of the Queensland Government Graduate Program, partly offset by the reclassification of receipts received for Lominger (a human resources tool used to develop departmental competency sets) from other inflows.
44. A decrease in inflows primarily due to reduced interest revenue received by the Public Sector Management Program and reclassification of revenues received for Lominger (a human resources tool used to develop departmental competency sets) to grants and other contributions.
45. An increase in employee costs primarily due to additional costs for Integrity related functions, *State of the Service Report* and Enterprise Bargaining arrangements, partly offset by the planned completion of the Urban Congestion Management project in 2009-10 and changing the delivery of the Queensland Government Graduate Program.
46. An increase in supplies and services primarily due to Integrity related functions, *State of the Service Report* and the enhancement of the Commission's work program, partly offset by the planned completion of the Urban Congestion Management project in 2009-10 and changing the delivery of the Queensland Government Graduate Program.
47. An increase in other operating activity outflows due to the reclassification of audit fees and insurance from supplies and services.
48. An increase in payments for property, plant and equipment and intangibles primarily due to capitalisation of leasehold fit out costs associated with the Commission's relocation and asset purchases to support Integrity related functions and the enhancement of the Commission's work program.

PART 4

Queensland Audit Office

Summary of Budget

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
1-103	Queensland Audit Office	40,001	41,186	42,673

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Premier of Queensland is the responsible Minister in relation to the appropriation to the independent statutory office, the Queensland Audit Office (QAO).

STRATEGIC ISSUES

The Auditor-General has a statutory responsibility to audit the consolidated fund and all public sector entities as defined in the *Auditor-General Act 2009* and to report to the Parliament, auditees and relevant Ministers. The Auditor-General also has the discretion to perform an audit of a public sector entity's performance management systems. The audits culminate with the Auditor-General reporting matters of significance identified through the audits to Parliament and providing independent audit opinions on the financial statements of public sector entities. The Auditor-General reports on compliance with prescribed requirements, the truth and fairness of a wide range of general and special purpose financial statements, provides audit certificates to the Australian Government in respect of Australian Government funding, and makes recommendations for system and other operational improvements in public administration for the benefit of Parliament and the public.

While Parliament is the Auditor-General's primary client, the Auditor-General has responsibility for the audit of 339 public sector entities consisting of departments, statutory bodies, government owned corporations and local governments. These audit clients in combination with their controlled entities resulted in 792 financial and other compliance audits being performed by the QAO. The QAO is an independent statutory office established to support the Auditor-General in the discharge of the Auditor-General's duties and obligations under the *Auditor-General Act 2009*.

The Governor-in-Council approved the re-appointment of Mr Glenn Poole as Auditor-General for a further two year term. This will take his appointment up to the seven year maximum period permitted under the *Auditor-General Act 2009*.

The vision of QAO is excellence in enhancing public sector accountability and our service is independent public sector auditing services and reporting.

The QAO has four objectives:

- Parliament. QAO will meet the needs of Parliament by providing independent assurance on the stewardship of public moneys and assets and reporting to Parliament on audit recommendations, emerging issues and other matters of significance. This will be measured by the utilisation by Parliament and the Public Accounts and Public Works Committee of reports from the Auditor-General.
- Value. QAO adds value to public sector entities through the delivery of high quality audit services and developing strong professional relationships to benefit public sector entities. This will be measured by Parliament and our other audit clients' perceived value of QAO's services.
- Business. QAO's business is effective, efficient and sustainable, building quality systems and procedures and measuring and reporting business and audit performance. This will be measured by reporting on whether key business metrics demonstrate efficient use of resources to deliver service requirements.

- Capability. QAO staff are motivated and capable. QAO will develop staff to ensure it is a contemporary, innovative professional service organisation delivering quality services.

The Report of the 2010 Strategic Review of the Queensland Audit Office pursuant to the *Auditor-General Act 2009* was tabled in Parliament on 10 March 2010. The report has been referred to the Public Accounts and Public Works Committee. The strategic review includes a review of the Auditor-General's functions to assess whether they are being performed economically, effectively and efficiently. The recommendations of this review will provide a strategic direction for QAO in 2010-11.

The review made a total of 57 conclusions and 44 recommendations. These addressed various areas for continued action and improvement to enable QAO to better respond to emerging challenges in the future.

Some of the main recommendations raised related to:

- a proposed expansion of the audit mandate to include full performance audits, consistent with the approach adopted in other Australian and international jurisdictions.
- proposed changes to the *Auditor-General Act 2009* to allow the audit of government financial transactions with third parties via a 'follow the dollar' approach.
- a proposal to allow alternative audit arrangements for some small, low risk entities.

These recommendations, if approved by Parliament, have the potential to significantly assist the capacity of QAO to provide assurance to Parliament.

2010-11 HIGHLIGHTS

The Auditor-General Act 2009, Financial Accountability Act 2009 and the *Financial and Performance Management Standard 2009* have replaced the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997* effective 1 July 2009. This represents a significant change from the previous framework since the legislation now concentrates on accountability and outcomes without prescribing the processes or inputs to achieve these outcomes.

During 2010–11 the QAO will celebrate 150 years since the first Auditor-General of Queensland took office, on 27 September 1860, only one year after Queensland was declared an independent colony.

During 2010-11 QAO will:

- continue to assist and encourage all public sector entities to maintain a strong focus on accountability and governance principles including the timely finalisation of financial reporting requirements
- engage with auditees to explore value-adding and best practice opportunities which can be gained from conducting audits
- continue to progress the QAO Professional Auditors Skills Scheme (PASS). Managers and staff have been working with an external facilitator to provide information, investigate and explore the technical skills required across the auditing roles of the Office, in order to build technical skills statements for each level of financial and assurance auditor.

RECENT ACHIEVEMENTS

- Completed 100% of audits for the 2008-09 audit year within statutory timeframes where statutory requirements were observed by auditees.
- Completed ten Auditor-General's Reports to Parliament.
- Conducted and reported on audits of the performance management systems in relation to:
 - management of patient flow through Queensland hospitals;
 - providing the information required to make good regulation;
 - follow-up on government owned corporation and budget sector performance measurement and reporting;
 - the use of operational performance reviews in departmental management;
 - magistrates court services;
 - using student information to inform teaching and learning; and
 - follow-up audits on the progress of implementing recommendations from four performance management systems audits.
- Identified and reported to Parliament on issues including:
 - Australian Government stimulus package;
 - infrastructure project procurement;
 - recognition of land under roads;
 - asset accounting issues in price regulated industries; and
 - impact of the independent review of Queensland Government Boards, Committees and Statutory Authorities.
- Completed and reported on the Audit of A1 Grand Prix Agreements.
- Continued to provide briefings to the Public Accounts and Public Works Committee on reports to Parliament and briefed members of the Committee on QAO activities and the audit program being undertaken.
- Prepared submissions in relation to:
 - Australian Accounting Standards Board (AASB) exposure drafts;
 - Auditing and Assurance Standards Board Exposure Drafts;
 - topical audit issues to the Australasian Council of Auditors-General; and
 - central agency policy documents and legislation.
- Provided updates to clients on accounting and auditing issues.
- Provided information session for clients on performance management systems audits.
- Continued to contribute to collegiate activities with other Australian audit offices through benchmarking activities and completing a project to provide a framework for the review of the operations of each audit office against established professional standards.
- Completed a suite of quality policies to enhance quality assurance processes across the Office and to monitor those contracted to perform audits to ensure that the stringent requirements of the auditing standards are met.
- Completed 28 quality reviews of contract auditors to ensure a high standard of quality work is maintained.
- Continued to conduct significant training of financial and assurance audit staff through the Learning and Development Program.
- Released the Client Relationship Management Framework to improve the consistency, quality and capability of QAO staff in engaging with and adding value for our audit clients.
- Continued to implement improvements to QAO's audit methodology software IPSAM.
- Developed a new training course for managers and supervisors which promotes human resource (HR) legislative requirements, key HR strategies, and initiatives to enhance decision making and aid staff retention.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Independent Public Sector Auditing Services and Reporting contributes to the ambitions of Queenslanders through QAO's actions as a public sector entity and the outcomes of audits by providing Parliament with assurance over the financial management activities of public sector entities.

The three major activities under this service which are linked to the objectives of Parliament and Value are:

- Parliamentary reporting and services and sector wide assistance which includes:
 - reports to Parliament and better practice guides;
 - advice and assistance to Parliament including briefings and submissions to parliamentary committees and briefings to the Public Accounts and Public Works Committee and Ministers;
 - advice and assistance to audit clients and key stakeholders; and
 - special investigations.
- Annual financial and assurance audits of all public sector entities which includes:
 - independent audit opinion and management reports;
 - independent audit opinion of consolidated whole-of-Government statements and management report; and
 - audit opinions in relation to Commonwealth grants.
- Performance management systems audits.

The reports prepared by the Auditor-General for presentation to Parliament are directed towards ensuring high standards of public accountability by public sector agencies.

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services				
Independent Public Sector Auditing Services and Reporting		223	246	240
Total		223	246	240

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Independent Public Sector Auditing Services and Reporting				
<i>Financial and compliance audits</i>				
Audit Client satisfaction with QAO		85%	76%	85%
Financial and Compliance assurance services				
Of financial and assurance audits subject to internal and external review, no audits were assessed as unsatisfactory	1
Percentage of financial statements audited and certified within statutory timeframe where statutory requirements observed by audit clients		95%	100%	95%
<i>Performance management systems audits</i>				
Average elapsed time for completion of PMS audit compared to time recommended in 2004 strategic review (ie < 7 months)		< 7 months	7.5 months	< 7 months
Average cost per PMS audit	2	\$0.275 M	\$0.420 M	\$0.350 M
Audit client satisfaction with PMS audit services	2	75 index points	67 index points	75 index points
<i>Parliamentary reporting and services and sector-wide assistance</i>				
Number of audit reports to Parliament				
- Financial and Assurance Audits		4	3	4
- Performance Management Systems Audit		6	7	7
Audit Reports to Parliament completed to the satisfaction of the Parliament and the Public Accounts and Public Works Committee		Satisfied	Satisfied	Satisfied
<i>Other</i>				
Percentage of operational costs self funded through audit fees as per QAO's approved budget.		84%	86%	85%
State contribution (\$000)		6,045	5,970	6,223
Other revenue (\$000)		33,956	35,469	36,450
Total cost (\$000)		40,001	41,186	42,673

Notes:

1. Quality reviews conducted to cover every QAO engagement leader and external contractor within a three year period.
2. New service standards introduced in 2010-11.

INCOME STATEMENT

Queensland Audit Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue		6,045	5,970	6,223
User charges	1,5,9	33,768	35,236	36,255
Grants and other contributions	
Other revenue		188	233	195
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		40,001	41,439	42,673
Expenses				
Employee expenses	2,6,10	21,634	23,603	24,920
Supplies and services	3,7,11	17,653	16,966	17,211
Grants and subsidies	
Depreciation and amortisation	4,8,12	558	458	384
Finance/borrowing costs		17	17	3
Other expenses		139	142	155
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		40,001	41,186	42,673
OPERATING SURPLUS/(DEFICIT)		..	253	..

STATEMENT OF CHANGES IN EQUITY

Queensland Audit Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		..	253	..
Total recognised income and expense for the period		..	253	..
Equity injection/(withdrawal)		1,000	1,000	..
Equity adjustments (MoG transfers)	
Total movement in equity for period		1,000	1,253	..

BALANCE SHEET

Queensland Audit Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	13,18,22	(595)	73	168
Receivables		6,096	5,910	5,910
Other financial assets	
Inventories	
Other	14,19	124	393	323
Non-financial assets held for sale	
Total current assets		5,625	6,376	6,401
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	15,20,23	1,222	131	261
Intangibles	24	641	508	244
Other	
Total non-current assets		1,863	639	505
TOTAL ASSETS		7,488	7,015	6,906
CURRENT LIABILITIES				
Payables	16,21	419	662	662
Accrued employee benefits		805	700	700
Interest-bearing liabilities and derivatives	25	110	109	..
Provisions	
Other	
Total current liabilities		1,334	1,471	1,362
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		1,334	1,471	1,362
NET ASSETS/(LIABILITIES)		6,154	5,544	5,544
EQUITY				
Capital/contributed equity		5,183	5,183	5,183
Retained surplus/(accumulated deficit)	17	971	361	361
Reserves:				
- Asset revaluation reserve	
- Other	
TOTAL EQUITY		6,154	5,544	5,544

CASH FLOW STATEMENT

Queensland Audit Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts		6,045	5,970	6,223
User charges	26	35,725	37,991	38,212
Grants and other contributions	
Other		188	233	195
Outflows:				
Employee costs	27,29,31	(21,614)	(23,523)	(24,850)
Supplies and services	30,32	(19,454)	(19,845)	(18,012)
Grants and subsidies	
Borrowing costs		(17)	(17)	(3)
Other		(1,295)	(1,298)	(1,311)
Net cash provided by/(used in) operating activities		(422)	(489)	454
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	28	(1,392)	(72)	(250)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,392)	(72)	(250)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections		1,000	1,000	..
Outflows:				
Borrowing redemptions	33	(206)	(207)	(109)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		794	793	(109)
Net increase/(decrease) in cash held		(1,020)	232	95
Cash at the beginning of financial year		425	(159)	73
Cash transfers from restructure	
Cash at the end of financial year		(595)	73	168

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in user charges due to increased audit fee charge out rates, improved fee recovery and increased recoverable contract audit fees. QAO fee rates were originally budgeted to increase by CPI but the increase was adjusted to reflect real cost impacts, particularly salary and accommodation costs. Increased recoverable contract auditors fees generated are offset by increased contractor expense included in supplies and services.
2. An increase in employee expenses is due to increased staff numbers. This increase has been offset by reduced use of contracted staff which is reflected in the reduced expenditure for supplies and services.
3. A decrease in supplies and services is principally due to reduced use of contracted staff and the partial write back of the provision for the lease refurbishment. This reduction was partially offset by increased lease costs.
4. A decrease in depreciation and amortisation is due to elimination of the requirement to capitalise leasehold improvements under the new accommodation lease agreement.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

5. An increase in user charges due to increased audit fee charge out rate, improved fee recovery and increased recoverable contract audit fees.
6. An increase in employee expenses due to increased staff numbers. This increase has been offset in part by reduced use of contracted staff which is reflected in reduced expenditure for supplies and services.
7. A decrease in supplies and services principally due to reduced use of contracted staff. This reduction was partially offset by increased lease costs.
8. A decrease in depreciation and amortisation due to elimination of the requirement to capitalise leasehold improvements under the new accommodation lease agreement.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

9. An increase in user charges due to increased audit fee charge out rates which have been adjusted to be commensurate with the level of costs incurred by QAO.
10. An increase in employee expenses due to Enterprise Bargaining arrangements, increased commitment to professional development and a higher average staffing level during the year.
11. An increase in supplies and services due principally to the removal of the one-off write back of lease refurbishment in 2009-10.
12. A decrease in depreciation and amortisation due to elimination of the requirement to capitalise leasehold improvements under the new accommodation lease agreement.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

13. An improvement in cash assets resulting from reduced capital expenditure on the fit-out of new leased accommodation, improved collection of debts and timing of creditor payments.
14. An increase in other current assets was principally due to an increase in prepaid salaries.
15. A decrease in property, plant and equipment was due to the capitalisation of leasehold improvements no longer being required under the new accommodation lease agreement.
16. An increase in payables due to timing of final payments at June 2010. This increase reflected in improved cash assets.
17. A decrease in the retained surplus reflects the 2008-09 deficit partially offset by the 2009-10 estimated actual surplus.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

18. An improvement in cash assets resulting from reduced capital expenditure on the fit-out of new leased accommodation, improved collection of debts and timing of creditor payments.
19. An increase in other current assets was principally due to an increase in prepaid salaries.
20. A decrease in property, plant and equipment was due to the capitalisation of leasehold improvements no longer being required under the new lease agreement.
21. An increase in payables due to the timing of final payments at year end. This increase is reflected in improved cash assets.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

22. An improvement in cash assets due to improved collection of debts and timing of creditor payments.
23. An increase in property, plant and equipment due to the timing of the replacement program for minor equipment.
24. A decrease in intangibles reflecting standard depreciation charges with no new intangibles expected.
25. A decrease in interest bearing liabilities and derivatives reflecting the finalisation of the liability.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

26. An increase in user charges due to increased audit fee charge out rates, improved fee recovery and increased recoverable contract audit fees. QAO fee rates were originally budgeted to increase by CPI but the increase was adjusted to reflect real cost impacts, particularly salary and accommodation costs.
27. An increase in employee costs due to increased staff. This is offset by reduced contractor expenses which is reflected in the reduced outflows for supplies and services.
28. A decrease in payments of property, plant and equipment due to the elimination of requirement to pay for accommodation fit-out.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

29. An increase in employee costs due to increased staff and Enterprise Bargaining arrangements.

30. A decrease in supplies and services due to a reduction in contracted staff, procurement of non-capitalised assets and the one-off payment for refurbishment of old leased accommodation.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

31. An increase in employee costs due to Enterprise Bargaining arrangements.
32. A decrease in supplies and services due to reduced expenditure on contracted staff, procurement of non-capitalised equipment and the one-off payment for refurbishment of previously leased accommodation made in 2009-10.
33. A decrease in borrowing redemptions due to finalisation of borrowings.

PART 5

Department of Community Safety

Summary of departmental portfolio budgets

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
1-115	Community Safety - controlled	1,573,382	1,586,541	1,668,746

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Minister for Police, Corrective Services and Emergency Services has responsibility for the functions of the Department of Community Safety (DCS).

STRATEGIC ISSUES

The department's vision is to support safe and secure communities through public safety, emergency management, and secure and appropriate corrective services.

The department's strategic direction is to focus on front-line service delivery, through: managing demand for ambulance and fire and rescue services, supporting community resilience and volunteer organisations, streamlining offender management practices and efficient use of facilities, promoting social responsibility through offender reparation to the community, and utilising high performing information technology to improve interoperability, incident management, damage assessment and manage early warning systems.

The department pursues the following strategic objectives:

- providing ambulance services to meet the needs of the community with a timely response, with measures including level of patient satisfaction, response times where urgent incidents are attended, and cardiac arrest survived event rate
- enforcing the orders of the courts and breaking the cycle of re-offending, with measures including successfully completed orders, and the rates of prisoner escapes, assaults and unnatural deaths
- providing effective disaster management arrangements and emergency responses, with measures including the number of people receiving disaster management training, and the number of State Emergency Service (SES) volunteers
- providing fire and rescue services in partnership with the community, with measures including response times to structural fires, and percentage of households with operational smoke alarms installed.

The department contributes to the Government's *Toward Q2: Tomorrow's Queensland* by:

- supporting Fair – Increase by 50 per cent the proportion of Queenslanders involved in their communities as volunteers by implementing the department's *Volunteer Management Strategy 2009-2013*
- supporting Healthy – Queensland will have the shortest public hospital waiting times at emergency departments through effective support by Queensland Ambulance Service (QAS) for Queensland Health patient flow strategies
- supporting Healthy – Cut by one-third obesity, smoking, heavy drinking and unsafe sun exposure by decreasing tobacco smoking in Queensland Correctional Services (QCS) through a multi-component policy which includes Quit smoking support and increased smoke-free environments
- supporting Smart – Three out of four Queenslanders will hold trade, training or tertiary qualifications through prisoners developing foundation vocational education and training qualifications at Certificate III or above.

2010-11 HIGHLIGHTS

The department will maintain its strategic focus on service delivery and will:

- recruit 75 additional ambulance officers to enhance ambulance service delivery, supported by enhanced communication and related technologies, and ongoing fleet and equipment replacement
- recruit 24 additional operational firefighting personnel
- complete construction of a new fire station at Agnes Water and a new service through the construction of new fire and rescue stations at Ripley and Brassall to replace the existing Ipswich fire station
- replace or redevelop seven fire stations
- enhance disaster management training as a high priority, support community resilience and minimise loss to the community by implementing recommendations from the review of the disaster management system, and work with local governments to ensure contemporary local disaster management plans are in place
- continue to provide funding to support the Volunteer Marine Rescue Association Queensland and the Australian Volunteer Coast Guard Association
- enhance community safety from bushfires through designation of Neighbourhood Safer Places and rollout of the nationally revised fire danger rating signs
- commence a program to progressively enhance the energy and water efficiency of fire and rescue stations and vehicles
- undertake a range of initiatives to reduce the carbon footprint of correctional centres, including energy performance contracts, water efficiency management plans, more efficient water management systems in all new facilities, and rolling out green workplace initiatives in Probation and Parole offices
- continue to enhance community safety and maintain the confidence of the judiciary by enhancing Probation and Parole presence in the community and working in partnership with other agencies to prevent offenders from re-offending
- continue to explore new ways of delivering services to ensure that the supervision of offenders is tailored to their assessed risk to the community
- provide \$1.5 million to continue the delivery of the sexual offending treatment programs to prisoners to minimise their risk of re-offending
- ensure ongoing maintenance of the Townsville based 412 Bell helicopter
- enhance the engineering program to maximise availability of the helicopter fleet with continued additional engineering staff for Emergency Management Queensland Helicopter Rescue to meet demand expectations
- complete the construction of an integrated Queensland Emergency Operations Centre at Kedron to support the growth of emergency services in Queensland and to control large scale incidents, disasters and day to day emergency responses
- commence design for the \$7 million Spring Hill emergency services complex including redevelopment of the ambulance station
- continue ongoing improvements to the Queensland Combined Emergency Services Academy (\$1.2 million)
- commence strategic land acquisitions to meet the future needs of the Queensland community with funding of \$1.7 million to ambulance services and \$1.2 million to fire and rescue services
- continue construction (\$168.6 million) for the new \$485.6 million first stage of the South Queensland Correctional Precinct development at Gatton and the \$442.8 million expansion and redevelopment of Lotus Glen Correctional Centre

- continue to closely monitor offenders who are subject to orders under the *Dangerous Prisoners (Sexual Offenders) Act 2003* with intensive supervision, dedicated surveillance,
- electronic monitoring and partnerships with other agencies, and return offenders who breach conditions to custody if necessary
- launch a Social Responsibility Charter setting out the commitment to rehabilitating offenders to become productive citizens who can participate, in society, within the law
- fund six new ambulance stations at Ashgrove/The Gap, Coomera, Ningi, Pinjarra Hills, Springfield, and North Lakes and 14 replacement, redeveloped or refurbished stations
- commence planning and purchase of ambulance staff housing in the Surat and Bowen Basins at a total cost of \$5.8 million, and continue planning to construct a new SES building in Mitchell (\$0.12 million) and fit out the SES building in Surat (\$0.03 million) (*Sustainable Resource Communities*)
- improve fire and rescue and ambulance information and communications systems and maximise efficient incident response capabilities through enhancements to Emergency Services Computer Aided Dispatch (ESCAD)
- purchase 165 new or replacement ambulance vehicles to ensure the ambulance fleet is effectively maintained to meet increasing community needs (\$18.5 million)
- purchase 23 new or replacement urban fire appliances at a cost of \$10.9 million, and \$4.4 million for 25 rural fire appliances.

Supporting staff and volunteer organisations:

- continue the commitment to the ZEROHarm Workplace Health and Safety culture
- continue the 2006 election commitment *Guarding Our Beaches - Saving Lives* to provide \$1.7 million to Surf Life Saving Queensland for the Surf Life Saving Queensland Life Saving Services Development Fund and WorkCover payments and \$0.3 million to Royal Life Saving Society Queensland to provide water safety education programs to young Queenslanders
- provide \$5.9 million to regional councils for equipment, personal protective clothing, training, vehicles, floodboats and trailers to strengthen the SES capability to respond to natural disasters and emergencies in Queensland communities
- support the Queensland Fire and Rescue Service (QFRS) Rural Operations Volunteer Community Educator roles at a cost of \$1.2 million (*ClimateQ*)
- provide \$0.85 million for ongoing development and implementation of a flexible learning package for QFRS volunteers
- provide \$1.6 million annual ongoing funding to support the CareFlight helicopter based at Toowoomba.

Collaborative partnerships to mitigate the consequences of emergencies:

- \$1.2 million across Queensland to introduce the Emergency Alert system at a total cost of \$4.9 million over four years from 2009-10
- provide grants to regional councils to undertake projects for building community resilience and minimise the impact of natural disasters, using joint Queensland and Australian Government funding (*Natural Disaster Resilience Program*)
- recruit four Indigenous Disaster Management Field Officers in remote communities to support disaster management planning, purchase a disaster management warehouse in the North Queensland region and provide education to assist vulnerable communities adapt to the effects of climate change, with \$4.3 million funding (*ClimateQ*)
- continue to engage ‘at risk’ communities through the delivery of the “Are you bushfire prepared? PREPARE.ACT.SURVIVE.” program, including the development of a public fire incident website (\$0.2 million).

RECENT ACHIEVEMENTS

Funding in 2009-10 enabled the department to progress front-line initiatives:

- recruited an additional 50 ambulance officers to continue of quality and timely services
- completed 11 ambulance facilities and a further ten are underway to be completed
- commissioned 150 new and replacement ambulance vehicles to ensure the ambulance fleet continues to be maintained at the highest possible level
- finalised the *QAS Audit 2007* with savings of \$12 million
- continued the construction of the first stage of the South Queensland Correctional Precinct at Gatton and continued the expansion and redevelopment of the Lotus Glen Correctional Centre in Far North Queensland region
- completed construction of four major prison infrastructure projects in the Wacol and Townsville precincts (\$17.6 million) and completed the upgrade of state-wide security perimeter systems
- managed growth in demand for Probation and Parole services including services by Parole Boards to improve supervision and reparation to the community (\$2.5 million)
- continued to deliver the Sexual Offender Treatment program, ensuring the continuation of appropriate intervention for sexual offenders
- expanded transitional support for prisoners to reduce their risk of homelessness upon release with \$6 million joint Queensland and Australian Government funding over four years from 2009-10
- continued to efficiently manage correctional centre capacity in response to changes in prisoner numbers
- enhanced case management processes to ensure offenders in the community are supervised to their assessed level of risk
- donated a twin-engine EC135 helicopter valued over \$6 million, to Surf Life Saving Queensland (*Keeping Our Beaches Safe*)
- procured 21 vehicles, four flood-boats, two trailers and six Safety-at-Heights kits to strengthen SES capability (*Support Our Heroes*)
- commenced planning to replace fire facilities at Emerald and Clermont, and provided funding of \$0.27 million to regional councils to establish an emergency services centre in Rolleston, and \$0.49 million funding to commence the upgrade of the SES facility at Moranbah (*Sustainable Resource Communities*)
- continued to support Surf Life Saving Queensland by providing funding of \$0.3 million for additional beach patrol services and equipment for regional beaches north of the Sunshine Coast (*Keeping Our Beaches Safe*)
- redirected efficiencies identified in the *QFRS Efficiency Review 2008* towards staffing and the construction of new fire stations at Redland Bay and Nerang
- replaced Nambour and Woodridge fire stations, and commenced the construction of replacement fire stations at Pullenvale and Toowoomba
- continued improvements to the Queensland Combined Emergency Services Academy at Lytton
- allocated \$2.4 million towards new rural fire appliances (part of *Support Our Heroes*)
- retrofitted six appliances with radiant heat reflective curtains and 80 rural fire appliances with diesel pump sets (\$4.8 million from *Support Our Heroes*)
- continued initiatives under the DCS Volunteer Management Strategy 2009-13
- progressed the replacement of mobile data terminals in ambulance vehicles
- commissioned three bariatric ambulances with two in south east Queensland and the third located in Townsville to support people in the North Queensland region

- enhanced management of large scale disasters and emergencies with the development of a state-of-the-art QFRS Mobile Control Centre from capital expenditure of \$1.9 million
- provided a more technically advanced alarm management solution for over 6,200 Queensland customers through establishment of the QFRS State Alarm Management Unit
- supported a new level of aerial operations by QFRS in the 2009 Queensland bushfires
- purchased a gas phase Fourier Transform Infrared analyser providing comprehensive information about airborne contaminants, enhancing safety of firefighters and community.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Departmental services include: ambulance services, custodial operations, probation and parole, emergency management services, and fire and rescue services.

The following table outlines the transition to these new services from the previous output structure:

Division	Services	Former Outputs
QAS	Ambulance Services	Ambulance Service
QCS	Custodial Operations Probation and Parole	Facility-Based Containment Services Community Supervision Services Correctional Intervention Services
EMQ	Emergency Management Services	Emergency Management
QFRS	Fire and Rescue Services	Fire and Rescue Service

STAFFING¹

Department of Community Safety	Notes	2009-10 Budget	2009-10 Est. Actual	2010-11 Estimate
Services²				
Ambulance Services		3,655	3,764	3,839
Custodial Operations		2,971	2,894	2,904
Probation and Parole		612	612	622
Emergency Management Services		275	282	286
Fire and Rescue Services		3,079	3,100	3,124
Total		10,592	10,652	10,775

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Corporate FTEs are allocated across the services to which they relate.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Ambulance Services	533,714	416,597	103,522	..	14,276
Custodial Operations	505,633	477,836	22,812	..	4,985
Probation and Parole	63,779	63,779
Emergency Management Services	97,677	92,616	1,657	2,584	848
Fire and Rescue Services	467,943	103,113	49,313	5,095	311,048
Total	1,668,746	1,153,941	177,304	7,679	331,157

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Ambulance Services				
Percentage of triple zero calls answered within 10 seconds		90%	90.5%	90%
Time within which code 1 incidents are attended:				
90 th percentile response time		16.5 minutes	16.9 minutes	16.5 minutes
50 th percentile response time		8.2 minutes	8.3 minutes	8.2 minutes
Percentage of non-urgent incidents attended to by the appointment time		>70%	76%	>70%
Ambulance service response locations	1	289	291	292
Gross cost per incident		\$644	\$665	\$700
Gross cost per head of population	2	\$111.72	\$110.25	\$115.50
Operational staff as a percentage of total personnel		New measure	82.6%	82.6%
State contribution (\$000)		382,179	377,487	416,597
Other revenue (\$000)		113,809	116,314	117,798
Total cost (\$000)		494,644	489,401	533,714

Service: Custodial Operations

Escape rate:				
High security facilities	3	0	0	0
Low security facilities	4,5	0	1.58	<0.57
Assault rates:	6			
Serious assault (prisoner on officer)		New measures	New measures	<0.02
Assault (prisoner on officer)				<0.24
Serious assault (prisoner on prisoner)				<0.69
Assault (prisoner on prisoner)				<3.87
Death rate (unnatural cause only)	5,6	New measure	0.07	<0.04
Cost of containment per prisoner per day	7	\$178.88	\$182.50	\$188
Prisoners in education (%)	8	New measure	New measure	>28%
Facility utilisation (%):				
High security facilities	3	New measures	86%	85-95%
Low security facilities	4		72%	85-95%

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Financial value of work performed in the community by prisoners from low security facilities	4,9	\$2.0 million	\$4.3 million	>\$3.0 million
Program completions:	10,11			
Sex offender programs		260	320	320
Transition support		2,000	2,300	2,000
Other programs		900	1,300	1,000
Prisoner employment (%):	12			
Commercial industries		New	32%	>30%
Service industries		measures	41%	>40%
State contribution (\$000)		474,409	463,158	477,836
Other revenue (\$000)		16,503	27,985	27,797
Total cost (\$000)		490,912	491,143	505,633

Service: Probation and Parole

Percentage of successfully completed orders:

Supervision orders				
Probation orders		>65%	67%	>65%
Parole orders (excluding court ordered)		>65%	67%	>65%
Court ordered parole orders		>69%	68%	>70%
Intensive correction orders		>65%	65%	>65%
Intensive drug rehabilitation orders		>25%	26%	>25%
Reparation orders				
Community service orders		>60%	62%	>60%
Fine option orders		>60%	66%	>60%
Cost of supervision per offender per day	7	\$12.50	\$10.36	\$10.60
Financial value of community service work performed (court ordered)		\$7.3 million	\$7.7 million	\$7.8 million
State contribution (\$000)		61,606	60,605	63,779
Other revenue (\$000)	
Total cost (\$000)		61,606	60,605	63,779

Service: Emergency Management Services

Number of people receiving disaster management training	13	1,500 – 2,000	3,500	3,500 – 4,000
Number of SES volunteers	14	7,000	6,800	7,000
Number of SES volunteer hours of operation	15	50,000 – 75,000	74,255	70,000 – 80,000
Percentage of the Queensland community that are aware of SES 132 500 number		New measure	36.7%	40%

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
EMQ Helicopter Rescue engine hours as a percentage of the total helicopter rescue network engine hours	16	New measure	40%	40%
State contribution (\$000)		89,687	95,884	92,616
Other revenue (\$000)		3,741	7,786	5,089
Total cost (\$000)		93,209	103,620	97,677

Service: Fire and Rescue Services

Number of road rescue extrications	17	2,000 – 3,700	2,133	<2,500
Number of road rescue incidents	17	7,200 – 8,800	7,470	<8,000
Number of accidental residential structural fires		950 – 1,300	1,024	<1,300
Number of system initiated false alarms		18,000 – 24,000	20,420	<24,000
Number of landscape fires		7,000 – 13,000	10,036	<13,000
Number of hazardous materials incidents		400 – 700	413	<600
Percentage of building premises inspected and deemed complete and compliant	18	33%	67.8%	>50%
Number of building approvals processed		2,800 – 3,400	2,836	>2,800
Percentage of households with fire safety measures	19	43%	40.1%	43%
Percentage of households with operational smoke alarms installed		95%	89.2%	95%
Percentage of structure fires confined to the object/room of origin		70 – 80%	76.2%	>70%
Response times to structure fires:				
90 th percentile	20	14 minutes	12.40 minutes	<14 minutes
50 th percentile		7.6 minutes	7.86 minutes	7.6 minutes
Cost per incident		\$6,465	\$6,235	\$6,454
Median dollar loss per structure fire		\$2,000 – \$3,000	\$1,764	\$2,500
Property loss from structure fire per person		\$28 – \$35	\$30.94	<\$35

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Fire service organisations' expenditure per 1,000 people	2	\$102,336	\$103,048	\$106,000
Operational staff as a percentage of total personnel		New measure	New measure	>75%
Number of hours spent on safety promotion and public education per 100,000 population	2	New measure	New measure	>2,000 hours
Number of hours spent conducting fire safety activities within urban levy areas per 100,000 population	2	New measure	New measure	>1,000 hours
State contribution (\$000)		88,885	96,563	103,113
Other revenue (\$000)		346,023	345,431	365,456
Total cost (\$000)		433,011	441,772	467,943

Notes:

1. This measure has been amended to include 'response' in order to align with the *Report on Government Services* (ROGS). Queensland Ambulance First Responders' locations are included in this measure.
2. The population figure for 2009-10 of 4,450,418 is sourced from the Queensland Office of Economic and Statistical Research (OESR) *Australian Demographic Statistics September Quarter 2009* Report. Population figure for 2010-11 of 4,567,714 is sourced from the OESR *Projected Resident Population (medium series), August 2008*.
3. High security facilities are defined as custodial facilities where the regime for managing prisoners requires them to be confined by a secure perimeter physical barrier, regardless of the individual classifications of the prisoners held within these facilities.
4. Low security facilities are defined as custodial facilities where the regime for managing prisoners does not require them to be confined by a secure perimeter, irrespective of whether a physical barrier exists and regardless of the individual classifications of the prisoners held within these facilities.
5. The 2010-11 Target/estimate has been established at a level below the national average published in the 2010 ROGS.
6. These measures have been amended to remove the breakdown between high and low security facilities to align with ROGS.
7. This measure has been amended in order to align with ROGS and is calculated from net operating expenditure, which excludes depreciation and payroll tax and is net of operating revenues from ordinary activities. The 2009-10 estimated actual and 2010-11 target/estimate are calculated using the new methodology.
8. This measure replaces previous measures: 'Annual hours curriculum (AHC): Vocational Education and Training; Literacy/Numeracy' and 'Percentage of successful completions in Vocational Education and Training'. The new measure aligns with ROGS.
9. This measure has been amended by replacing 'regional Queensland' with 'the community' to reflect work performed in the broader Queensland community. The 2010-11 Target/estimate has increased due to the increase in the number of prisoners available for community work and the high level of delivery in 2009-10.
10. This measure focuses on the expected number of program completions rather than the number of enrolments in programs or participation in programs.
11. The 2010-11 Target/estimate is based on the funded delivery of programs during the year.
12. Commercial industries are those that employ prisoners operating on a commercial fee for service basis. Service industries are those that employ prisoners to maintain the self-sufficiency of the correctional system and include those employed in charitable work and community projects.
13. This measure has been amended to remove 'incorporating disaster mitigation concepts'. This is a name change only while the measure definition remains the same. In 2010-11 the target range has been increased to 3,500 – 4,000 due to the continued focus on disaster management training since 2007-08.
14. This measure represents active members only. An active member is defined as someone who regularly attends training and is available to attend an activation.
15. The implementation of the Volunteer Information Management System (VIMS) in 2010 will provide more accurate and detailed data on SES volunteer hours of operation.
16. This measure is demand driven and indicates the level of contribution of EMQ Helicopter Rescue to the total overall helicopter network service delivery.
17. In September 2009, the QFRS introduced new road crash rescue protocols, in partnership with the QAS and the Queensland Police Service, aimed at reducing unnecessary attendance by the QFRS at mobile property crashes. Attendance by QFRS at traffic incidents has reduced markedly since the introduction of the new arrangements.
18. A change in calculation methodology for this measure was implemented in July 2009 to more accurately measure QFRS' performance in building fire safety activities. This measure is calculated based on the number of premises due for inspection in that particular year. The 2009-10 Target/estimate for this measure was set prior to this change being implemented and used the previous methodology. The 2010-11 Target/estimate is calculated using the new methodology.
19. This measure has been amended to include the words 'Percentage of' for clarification.
20. The 2010-11 Target/estimate for the 90th percentile measure, is based on 14 minutes being the key parameter in the establishment of urban fire levy boundaries.

INCOME STATEMENT

Community Safety	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	7,15	1,096,766	1,093,697	1,153,941
User charges	8,16	162,218	164,723	177,304
Grants and other contributions	1,9,17	20,246	25,362	23,438
Other revenue	2,10,18	297,612	307,393	315,398
Gains on sale/revaluation of property, plant and equipment and investments		..	38	..
Total income		1,576,842	1,591,213	1,670,081
Expenses				
Employee expenses	11,19	944,179	942,377	1,015,188
Supplies and services	3,12,20	405,161	420,801	433,749
Grants and subsidies	4,13	35,402	39,275	39,269
Depreciation and amortisation	5,21	169,940	160,681	167,467
Finance/borrowing costs		368	364	324
Other expenses		8,134	9,196	8,932
Losses on sale/revaluation of property, plant and equipment and investments	6,14,22	10,198	13,847	3,817
Total expenses		1,573,382	1,586,541	1,668,746
OPERATING SURPLUS/(DEFICIT)		3,460	4,672	1,335

STATEMENT OF CHANGES IN EQUITY

Community Safety	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		171,574	163,478	97,660
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		171,574	163,478	97,660
Surplus/(deficit) for the period		3,460	4,672	1,335
Total recognised income and expense for the period		175,034	168,150	98,995
Equity injection/(withdrawal)		355,825	288,904	126,216
Equity adjustments (MoG transfers)		..	(192)	..
Total movement in equity for period		530,859	456,862	225,211

BALANCE SHEET

Community Safety	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	23,31,39	(5,689)	19,153	15,917
Receivables	24,32	65,615	72,964	72,964
Other financial assets		..	144	144
Inventories		7,557	9,483	9,483
Other		12,106	18,532	18,532
Non-financial assets held for sale		121	1,065	1,065
Total current assets		79,710	121,341	118,105
NON-CURRENT ASSETS				
Receivables	
Other financial assets		237	79	79
Property, plant and equipment	25,33,40	3,726,615	3,366,850	3,591,544
Intangibles	26,34,41	49,493	42,318	45,251
Other		806	932	932
Total non-current assets		3,777,151	3,410,179	3,637,806
TOTAL ASSETS		3,856,861	3,531,520	3,755,911
CURRENT LIABILITIES				
Payables	27,35	74,919	86,273	86,273
Accrued employee benefits	28,36	33,132	40,568	40,568
Interest-bearing liabilities and derivatives		843	831	266
Provisions	
Other		9,722	10,306	10,306
Total current liabilities		118,616	137,978	137,413
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives		3,315	3,297	3,042
Provisions	
Other	
Total non-current liabilities		3,315	3,297	3,042
TOTAL LIABILITIES		121,931	141,275	140,455
NET ASSETS/(LIABILITIES)		3,734,930	3,390,245	3,615,456
EQUITY				
Capital/contributed equity	29,37,42	3,458,839	3,220,316	3,346,532
Retained surplus/(accumulated deficit)		(160)	6,451	7,786
Reserves:				
- Asset revaluation reserve	30,38,43	276,251	163,478	261,138
- Other (specify)	
TOTAL EQUITY		3,734,930	3,390,245	3,615,456

CASH FLOW STATEMENT

Community Safety	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	52,63	1,096,766	1,094,082	1,153,941
User charges	44,53,64	181,564	189,024	197,392
Grants and other contributions	54,65	19,746	18,149	23,088
Other	45,55,66	334,287	343,983	352,073
Outflows:				
Employee costs	56,67	(944,179)	(941,577)	(1,015,188)
Supplies and services	46,57,68	(441,836)	(457,476)	(470,424)
Grants and subsidies	47,58	(35,402)	(39,275)	(39,269)
Borrowing costs		(368)	(364)	(324)
Other		(30,368)	(31,430)	(31,166)
Net cash provided by/(used in) operating activities		180,210	175,116	170,123
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		1,500	635	1,500
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	48,59,69	(560,123)	(472,544)	(300,255)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(558,623)	(471,909)	(298,755)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	49,60,70	457,016	379,157	217,199
Outflows:				
Borrowing redemptions		(1,445)	(1,388)	(820)
Finance lease payments	
Equity withdrawals	50,61	(101,191)	(90,445)	(90,983)
Net cash provided by/(used in) financing activities		354,380	287,324	125,396
Net increase/(decrease) in cash held		(24,033)	(9,469)	(3,236)
Cash at the beginning of financial year		18,344	28,622	19,153
Cash transfers from restructure	
Cash at the end of financial year	51,62,71	(5,689)	19,153	15,917

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The increase in grants and contributions is principally due to increased funding for the Natural Disaster Mitigation Programme (NDMP), higher than expected Local Ambulance Committee contributions, donations and bequests and additional funding for the Offender Reintegration and Rehabilitation Service (ORRS).
2. The increase in other revenue principally relates to:
 - compensation received for costs incurred in relation to the Airport Link Tunnel project
 - the increase in urban fire levy revenue arising from an increase in the Consumer Price Index (CPI)
 - funding received for the Public Safety Network
 - insurance claim reimbursements.
3. The increase in supplies and services expenses principally relates to:
 - unforeseen costs for bushfires, storms and flooding events including those incurred under the Natural Disaster Relief and Recovery Arrangements (NDRRA)
 - the escalation of prison contract operating contract costs
 - a change in the accounting treatment of sales of goods and services to prisoners
 - increased implementation expenses associated with rescheduling of the alarm monitoring upgrade project
 - increased building asset repairs and maintenance, particularly asbestos removal-related.

These increases are partly offset by the deferral of funding for various projects including the AW139 Introduction and Dual Pilot Initiative, the Queensland Ambulance Service Operational Systems Support, Mobile Data Terminal Replacement and Secondary Triage and Referral.
4. The increase in grants and subsidies is due to payments made under NDMP.
5. The decrease in depreciation is largely due to the lapse of funding not required.
6. Losses have increased due to the de-recognition expense resulting from the refurbishment of the Southport and Toowoomba fire and rescue stations and other losses on sale of property, plant and equipment.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

7. The increase in service revenue principally relates to funding provided for:
 - provision for wage increases in accordance with Government wages policy
 - the full year effect of the additional 50 ambulance officers employed in 2009-10, and the additional 75 ambulance officers to be employed in 2010-11
 - additional Community Ambulance Cover (CAC) revenue
 - increase in State contributions in lieu of urban fire levies on Crown properties
 - additional operational firefighting personnel, enhanced firefighter safety and improved technology and incident response capability
 - the de-recognition effect of the major inspection and overhaul of a Bell 412 helicopter and enhancements to the engineering program for the helicopter fleet
 - the escalation of prison operating contract costs
 - long service leave supplementation
 - ClimateQ funding for various initiatives including Disaster Preparedness in Vulnerable Communities, the Volunteer Community Educator program and the SES and Rural Fire Service Support Our Heroes program
 - the deferral of funding from 2009-10 to 2010-11 for various projects.

These increases are partly offset by the lapse of depreciation funding not required and one-off funding received in 2009-10 for the donation of a helicopter to SLSQ.
8. The increase in user charges principally relates to a change in the accounting treatment of sales of goods and services to prisoners, increased alarm monitoring revenues, building fire safety fees and CPI increases in other fees and charges.
9. The increase in grants and contributions is due to additional revenue for the Offender Reintegration and Rehabilitation Service (ORRS) and from the Motor Accident Insurance Commission.
10. The increase in other revenue principally relates to the increase in urban fire levy revenue arising from an increase in CPI.
11. The increase in employee expenses is primarily due to:
 - provision for wage increases in accordance with Government wages policy
 - the full year effect of the 50 ambulance officers employed in 2009-10 and the additional 75 ambulance officers to be employed in 2010-11
 - additional resources to manage increased demand for probation and parole services
 - planning for the commissioning of expanded capacity at Lotus Glen Correctional Centre
 - additional funding for the Offender Reintegration and Rehabilitation Service (ORRS)
 - recruitment and training of an additional 24 operational firefighting personnel in 2010-11.
12. The supplies and services expenses increase is principally due to :
 - the deferral from 2009-10 of costs associated with various projects including QAS Operational Systems Support, Mobile Data Terminal Replacement and Secondary Triage and Referral
 - the escalation of prison contract operating contract costs
 - a change in the accounting treatment of sales of goods and services to prisoners
 - progressive upgrade of existing urban fire and rescue stations and vehicles and maintenance of frontline operational equipment
 - the roll-out of automatic vehicle location (AVL) technology to south-east Queensland and expand AVL to all urban vehicles outside south-east Queensland, ongoing maintenance and support for State-wide AVL services and other communications systems
 - the estimated impact of CPI increases.
13. The increase in grants and subsidies is due to additional funding received for the CareFlight helicopter based in Toowoomba.

14. The reduction in the loss on sale of property, plant and equipment is a result of the effect of the one-off donation of the EC135 helicopter to SLSQ in 2009-10.
- Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:
15. The increase in service revenue principally relates to funding provided for:
- provision for wage increases in accordance with Government wages policy
 - the full year effect of the additional 50 ambulance officers employed in 2009-10, and the additional 75 ambulance officers to be employed in 2010-11
 - additional CAC revenue
 - increase in State contributions in lieu of urban fire levies on Crown properties
 - additional operational firefighting personnel, enhanced firefighter safety and improved technology and incident response capability
 - the derecognition effect of the major inspection and overhaul of a Bell 412 helicopter and enhancements to the engineering program for the helicopter fleet
 - the escalation of prison operating contract costs
 - additional resources to manage increased demand for probation and parole services
 - planning for the commissioning of expanded capacity at Lotus Glen Correctional Centre
 - the return of a portion of depreciation funding previously lapsed
 - long service leave supplementation
 - ClimateQ funding for various initiatives including Disaster Preparedness in Vulnerable Communities, the Volunteer Community Educator program and the SES and Rural Fire Service Support Our Heroes program
 - deferral of funding from 2009-10 to 2010-11 for various projects.
- These increases are partly offset by funding received in 2009-10 for the donation of a helicopter to SLSQ.
16. The increase in user charges principally relates to the increased alarm monitoring revenues, building fire safety fees and CPI increases in other fees and charges.
17. The decrease in grants and contributions relates to funding provided in 2009-10 for NDMP.
18. The increase in other revenue principally relates to the increase in urban fire levy revenue arising from an increase in CPI.
19. The increase in employee expenses is primarily due to:
- provision for wage increases in accordance with Government wages policy
 - the full year effect of the 50 ambulance officers employed in 2009-10 and the additional 75 ambulance officers to be employed in 2010-11
 - additional resources to manage increased demand for probation and parole services
 - planning for the commissioning of expanded capacity at Lotus Glen Correctional Centre
 - additional funding for the Offender Reintegration and Rehabilitation Service (ORRS)
 - recruitment and training of an additional 24 operational firefighting personnel in 2010-11.
20. The supplies and services expenses increase is principally due to :
- the deferral from 2009-10 of costs associated with various projects including QAS Operational Systems Support, Mobile Data Terminal Replacement and Secondary Triage and Referral
 - progressive upgrade of existing urban fire and rescue stations and vehicles and maintenance of frontline operational equipment
 - the roll-out of automatic vehicle location (AVL) technology to south-east Queensland and expand AVL to all urban vehicles outside south-east Queensland, ongoing maintenance and support for State-wide AVL services and other communications systems
 - the escalation of prison contract operating contract costs
 - the application of CPI to budgeted expenses.
21. The increase in depreciation is largely due to the return of funding previously lapsed.
22. The reduction in the loss on sale of property, plant and equipment is a result of the donation of the EC135 helicopter to SLSQ, de-recognition expenses and other losses on sale of property, plant and equipment incurred in 2009-10.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

23. The increase in cash assets is principally a result of the 2008-09 closing cash balance being higher than originally estimated due to a decrease in estimated capital expenditure for 2008-09.
24. The increase in receivables is principally due to the 2008-09 closing balance being higher than estimated.
25. Property, plant and equipment decreased principally due to the timing of capital works projects that reduced the level of capital expenditure for 2009-10 and to the 2008-09 closing balance being lower than estimated.
26. The decrease in intangibles is due to the reduced level of capital expenditure for 2009-10 and the 2008-09 closing balance being lower than estimated.
27. The increase in payables is due to the 2008-09 closing balance being higher than estimated.
28. The increase in accrued employee benefit largely reflects higher than estimated payables for wages, annual leave levy and accrued time.
29. The decrease in contributed equity reflects the timing of equity injections for major building projects.
30. The decrease in the asset revaluation reserve is due to lower than estimated revaluation increments for property and major plant in 2009-10.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

31. The increase in cash assets is principally a result of the 2008-09 closing cash balance being higher than originally estimated due to a decrease in estimated capital expenditure for 2008-09.
32. The increase in receivables is principally due to the 2008-09 closing balance being higher than estimated.
33. Property, plant and equipment decreased principally due to the timing of capital works projects that reduced the level of capital expenditure for 2009-10 and to the 2008-09 closing balance being lower than estimated.

34. The decrease in intangibles is due to the reduced level of capital expenditure for 2009-10 and to the 2008-09 closing balance being lower than estimated.
35. The increase in payables is due to the 2008-09 closing balance being higher than estimated.
36. The increase in accrued employee benefit largely reflects higher than estimated payables for wages, annual leave levy and accrued time as a result of wage increases in accordance with Government wages policy.
37. The decrease in contributed equity reflects the timing of equity injections for major building projects.
38. The decrease in the asset revaluation reserve is due to lower than estimated revaluation increments for property and major plant in 2009-10.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

39. The decrease in cash is principally due to capital expenditure planned for 2010-11.
40. The increase in property, plant and equipment is due to the capital program for 2010-11, together with an estimate of the annual revaluation impact on property and major plant.
41. The increase in intangibles is due to the acquisition and development of information technology in 2010-11.
42. The increase in contributed equity is principally due to the equity injections for major building projects.
43. The increase in asset revaluation reserve reflects the revaluation of property and major plant.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

44. The increase in user charges principally relates to cash received for the sale of goods and services.
45. The increase in other revenue principally relates to:
 - compensation received for costs incurred in relation to the Airport Link Tunnel project
 - the increase in urban fire levy revenue arising from an increase in the Consumer Price Index (CPI).
46. The increase in supplies and services principally relates to:
 - unforeseen costs for bushfires, storms and flooding events including those incurred under the Natural Disaster Relief and Recovery Arrangements (NDRRA)
 - the escalation of prison contract operating contract costs
 - a change in the accounting treatment of sales of goods and services to prisoners
 - increased implementation expenses associated with rescheduling of the alarm monitoring upgrade project
 - increased building asset repairs and maintenance, particularly asbestos removal-related.

These increases are partly offset by the deferral of funding for various projects including the AW139 Introduction and Dual Pilot Initiative, the Queensland Ambulance Service Operational Systems Support, Mobile Data Terminal Replacement and Secondary Triage and Referral.
47. The increase in grants and subsidies is due to payments made under NDMP.
48. The decrease in payments for property, plant and equipment principally relates to the timing of expenditure for capital projects.
49. The decrease in equity injections principally relates to the timing of expenditure for capital projects.
50. The decrease in equity withdrawals reflects the reduction in depreciation funding and the return to Treasury of funding to offset the loss on the donation of the EC 135 helicopter to SLSQ in 2009-10.
51. The increase in cash is principally due to the decrease in estimated capital expenditure for 2009-10 and the 2008-09 closing cash balance being higher than originally estimated.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

52. The increase in service receipts principally relates to funding provided for:
 - provision for wage increases in accordance with Government wages policy
 - the full year effect of the additional 50 ambulance officers employed in 2009-10, and the additional 75 ambulance officers to be employed in 2010-11
 - additional Community Ambulance Cover (CAC) revenue
 - increase in State contributions in lieu of urban fire levies on Crown properties
 - additional operational firefighting personnel, enhanced firefighter safety and improved technology and incident response capability
 - the de-recognition effect of the major inspection and overhaul of a Bell 412 helicopter and enhancements to the engineering program for the helicopter fleet
 - the escalation of prison operating contract costs
 - long service leave supplementation
 - ClimateQ funding for various initiatives including Disaster Preparedness in Vulnerable Communities, the Volunteer Community Educator program and the SES and Rural Fire Service Support Our Heroes program
 - the deferral of funding from 2009-10 to 2010-11 for various projects.

These increases are partly offset by the lapse of depreciation funding not required and one-off funding received in 2009-10 for the donation of a helicopter to SLSQ.
53. The increase in user charges principally relates to a change in the accounting treatment of sales of goods and services to prisoners, increased alarm monitoring revenues, building fire safety fees and CPI increases in other fees and charges.
54. The increase in grants and contributions is due to additional revenue for the Offender Reintegration and Rehabilitation Service (ORRS) and from the Motor Accident Insurance Commission.
55. The increase in other revenue principally relates to the increase in urban fire levy revenue arising from an increase in CPI.
56. The increase in employee costs is primarily due to:
 - provision for wage increases in accordance with Government wages policy
 - the full year effect of the 50 ambulance officers employed in 2009-10 and the additional 75 ambulance officers to be employed in 2010-11
 - additional resources to manage increased demand for probation and parole services
 - planning for the commissioning of expanded capacity at Lotus Glen Correctional Centre

- additional funding for the Offender Reintegration and Rehabilitation Service (ORRS)
 - recruitment and training of an additional 24 operational firefighting personnel in 2010-11.
57. The supplies and services increase is principally due to:
- the deferral from 2009-10 of costs associated with various projects including QAS Operational Systems Support, Mobile Data Terminal Replacement and Secondary Triage and Referral
 - the escalation of prison contract operating contract costs
 - a change in the accounting treatment of sales of goods and services to prisoners
 - progressive upgrade of existing urban fire and rescue stations and vehicles and maintenance of frontline operational equipment
 - the roll-out of automatic vehicle location (AVL) technology to south-east Queensland and expand AVL to all urban vehicles outside south-east Queensland, ongoing maintenance and support for State-wide AVL services and other communications systems
 - the estimated impact of CPI increases.
58. The increase in grants and subsidies is due to additional funding received for the CareFlight helicopter based in Toowoomba.
59. The decrease in payments for property, plant and equipment principally relates to the timing of expenditure for capital projects.
60. The decrease in equity injections principally relates to the timing of expenditure for capital projects.
61. The decrease in equity withdrawals reflects the reduction in depreciation funding and the return to Treasury of funding to offset the loss on the donation of the EC 135 helicopter to SLSQ in 2009-10.
62. The increase in cash is principally due to the decrease in estimated capital expenditure for 2009-10 and the 2008-09 closing cash balance being higher than originally estimated.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

63. The increase in service receipts principally relates to funding provided for:
- provision for wage increases in accordance with Government wages policy
 - the full year effect of the additional 50 ambulance officers employed in 2009-10, and the additional 75 ambulance officers to be employed in 2010-11
 - additional CAC revenue
 - increase in State contributions in lieu of urban fire levies on Crown properties
 - additional operational firefighting personnel, enhanced firefighter safety and improved technology and incident response capability
 - the derecognition effect of the major inspection and overhaul of a Bell 412 helicopter and enhancements to the engineering program for the helicopter fleet
 - the escalation of prison operating contract costs
 - additional resources to manage increased demand for probation and parole services
 - planning for the commissioning of expanded capacity at Lotus Glen Correctional Centre
 - the return of a portion of depreciation funding previously lapsed
 - long service leave supplementation
 - ClimateQ funding for various initiatives including Disaster Preparedness in Vulnerable Communities, the Volunteer Community Educator program and the SES and Rural Fire Service Support Our Heroes program
 - deferral of funding from 2009-10 to 2010-11 for various projects.
- These increases are partly offset by funding received in 2009-10 for the donation of a helicopter to SLSQ.
64. The increase in user charges principally relates to the increased alarm monitoring revenues, building fire safety fees and CPI increases in other fees and charges.
65. The increase in grants and contributions is due to additional revenue for the Offender Reintegration and Rehabilitation Service (ORRS) and from the Motor Accident Insurance Commission.
66. The increase in other revenue principally relates to the increase in urban fire levy revenue arising from an increase in CPI.
67. The increase in employee costs is primarily due to:
- provision for wage increases in accordance with Government wages policy
 - the full year effect of the 50 ambulance officers employed in 2009-10 and the additional 75 ambulance officers to be employed in 2010-11
 - additional resources to manage increased demand for probation and parole services
 - planning for the commissioning of expanded capacity at Lotus Glen Correctional Centre
 - additional funding for the Offender Reintegration and Rehabilitation Service (ORRS)
 - recruitment and training of an additional 24 operational firefighting personnel in 2010-11.
68. The supplies and services increase is principally due to :
- the deferral from 2009-10 of costs associated with various projects including QAS Operational Systems Support, Mobile Data Terminal Replacement and Secondary Triage and Referral
 - progressive upgrade of existing urban fire and rescue stations and vehicles and maintenance of frontline operational equipment
 - the roll-out of automatic vehicle location (AVL) technology to south-east Queensland and expand AVL to all urban vehicles outside south-east Queensland, ongoing maintenance and support for State-wide AVL services and other communications systems
 - the escalation of prison contract operating contract costs
 - the application of CPI to budgeted expenses.
69. The decrease in payments for property, plant and equipment principally relates to the planned expenditure in 2010-11 for capital projects.
70. The decrease in equity injections principally relates to the planned expenditure in 2010-11 for capital projects.
71. The decrease in cash is principally due to capital expenditure planned for 2010-11.

PART 6

Department of Police

Summary of departmental portfolio budgets

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
1-133	Department of Police - controlled	1,705,813	1,707,863	1,816,077
	Department of Police - administered	429	429	441
1-155	Prostitution Licensing Authority	1,281	1,266	1,392

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Minister for Police, Corrective Services and Emergency Services is responsible for the Department of Police.

STRATEGIC ISSUES

The Queensland Police Service (QPS) is the primary law enforcement agency for the State of Queensland. The QPS is committed to supporting the Government's 2020 vision for Queensland, *Toward Q2: Tomorrow's Queensland*, particularly the *Fair* ambition – *Supporting Safe and Caring Communities*.

The Service's strategic objectives are to enhance community confidence in, and satisfaction with, policing in Queensland; to reduce the incidence and impact of crime and road trauma in Queensland; and to strengthen Queensland's capacity to plan for, respond to, and recover from disasters and major events.

Performance indicators that measure QPS objectives include the percentage of people satisfied with police services, police dealing with public order problems, police dealing with disasters and major events; public perception of police professionalism; rate of recorded offences against people and involving property; and rate of road crash fatalities.

Key challenges facing the QPS in 2010-11 include:

- population ageing and growth, especially in South East Queensland
- global economic volatility and potential increases in property crime
- rising government and community expectations
- continuing over-representation of vulnerable persons in the criminal justice system
- advancements in technology-facilitated crime and growth in trans-national crime
- climate change and the risk of more natural disasters and human and animal contagions
- higher use of an expanding Queensland road network and the risk of more road crashes.

A decrease in crime rates from 2007-08 to 2008-09 continued an eight year trend in which the crime rate dropped by 26%. The QPS is committed to preventing and responding to crime and has identified the following strategic priorities for 2010-11:

- encourage QPS members to behave professionally and ethically at all times
- improve client satisfaction and confidence with policing services
- improve disaster planning, recovery and response across agencies and regions
- reduce road crashes and trauma through innovative, evidence and intelligence based traffic policing
- improve public safety including by reducing alcohol and/or drug fuelled violence and disorder
- reduce major and organised crime including serious drug crime, youth and other gang related violence
- recognise and promote the importance of minimising harm to officers, offenders and the community
- encourage evidence-based decision making, resource deployment and investment, including through effective corporate governance processes
- provide police with the infrastructure, technology, equipment and powers they need to perform effectively

- encourage individual and organisational responsibility for minimising the negative impact of QPS activities on the environment.

2010-11 HIGHLIGHTS

The 2010-11 record Budget of \$1.816 billion will ensure the effective delivery of core policing services to the Queensland community. Key programs and initiatives in 2010-11 include:

- 203 additional police positions as part of a three-year Government commitment to deliver 600 new police positions. Police strength will reach 10,600 by March 2012
- funding of \$50 million for the continued development of a state of the art Police Academy at Wacol. The Academy is expected to be completed in 2014-15 and will deliver a full range of education and training programs for trainee and operational police
- \$32.2 million to construct new, refurbished and upgraded facilities across the State to ensure the Service remains well positioned now and into the future. Key projects for 2010-11 include:
 - \$12.7 million for new facilities (\$9.4 million for the construction of a new \$10 million Badu Island Police Station, \$1.3 million for the new Oxley District Forensic Facility and \$2 million for the \$12 million district support facility in Townsville);
 - \$11 million for the upgrade and/or refurbishment of facilities; and
 - \$8.3 million for the replacement of Mareeba Police Station and Watchhouse, Murgon Police Station and Watchhouse, Camp Hill Police Station, (being built at Carina) Lockhart River Police Station and the Sunshine Coast District Water Police Facility.
- funding of \$50.2 million for a range of information and communication technology initiatives, including:
 - developing and implementing a replacement Weapons Licensing System (WLS). The new WLS will allow the QPS to provide a greatly improved management, licensing and registration service to the licensees of Queensland and will significantly improve customer service through the introduction of on-line transactions such as payments and applications;
 - progressing QPS Computer Aided Dispatch (CAD), which will provide a system to optimise response times and prioritise demand for service calls;
 - implementing a digital integrated traffic camera system to replace the existing infringement back office system and roll out digital red light and speed cameras; and
 - implementation of a permanent telecommunications interception capability which will enable the QPS to monitor a wider variety of communication means used for criminal activity.
- an investment of \$22.7 million to support the continued deployment of speed cameras throughout Queensland aimed at reducing road trauma. The funding will provide for 74,580 hours of mobile speed camera operations. In addition there will be fixed speed cameras operating over 80,000 hours during 2010-11
- Government funding of \$0.4 million is provided for the second year of a \$0.7 million initiative to extend the One Punch Can Kill campaign to reduce assault among young people.

RECENT ACHIEVEMENTS

- As part of a total capital budget of \$223.5 million, capital works funding of \$57 million provided for the completion and further development of a number of significant infrastructure projects to address population growth and support service delivery during 2009-10. Projects delivered during this time provided modern, state of the art facilities to assist frontline staff in serving the community. The projects completed (as at 31 March 2010) include:
 - new or replacement police stations at Carseldine, Crestmead, Holland Park, Robina, Sippy Downs and Springfield, and a replacement police station and watchhouse at Ipswich;
 - new district headquarters at Coomera;
 - new Horn Island aircraft hangar;
 - new residences at Aurukun, Lockhart River and Pormpuraaw;
 - fit out of the accommodation for the Maroochydhore Joint Communications Centre; and
 - the refurbishment of Upper Mt Gravatt Station and the Fortitude Valley heritage listed station.
- The new contact centre (Policelink) was completed in May 2010. This new centre will provide a 24-hour statewide capability for members of the public to report non-urgent incidents, in particular minor property crime.
- In 2009, Queensland's road toll was 331 fatalities or 7.54 deaths per 100 000 population. This was a decrease of 1.3% when compared to the previous calendar year (7.64). The Queensland fatality rate during 2009 was the lowest road fatality rate recorded in Queensland for a calendar year since records began in July 1952.
- In 2009-10, the Government focussed on a range of initiatives to reduce the incidence of road trauma:
 - fixed speed cameras became operational on Gold Coast Highway at Southport, Warrego Highway at Muirlea, Nicklin Way at Warana and Sunshine Motorway at Mooloolaba. In addition, digital speed cameras were installed in the CLEM7 tunnel;
 - eight additional vehicles and equipment were purchased for speed camera operations;
 - three covert speed camera vehicles and two covert motorcycles were deployed during the 2010 Easter Road Safety Campaign to support the 'anywhere, anytime' road safety systems speed management strategy;
 - a congestion management strategy (Free-flow) was developed and implemented within South East Queensland and 12 additional police motorcycles to assist with road safety were purchased;
 - progressed the development of the Intelligent Traffic Analysis System (I-TAS), which replaced the Random Road Watch Program, and created a standardised traffic return system across the state. It is anticipated this will become operational during the 2010-11 financial year;
 - the In-Car Camera (ICC) Trial commenced on 2 November 2009 to determine the operational effectiveness of ICC with respect to the capture of evidence supporting prosecution, post event debriefing and training, officer safety and enhanced professional standards. The ICC Project team is preparing a business case with proposed implementation strategies; and
 - a trial of Automatic Number Plate Recognition technology was conducted with the evaluation yet to be considered by the QPS Senior Executive.

- Funding of \$1.6 million provided an additional 16,000 hours of police enforcement for targeting alcohol-fuelled violence, and anti-social behaviour in entertainment hotspots across the State during the busy festive season. Throughout the ten week operation 1,759 people were arrested and charged with 2,165 related offences.
- QPS is expected to take delivery of a new aircraft for the Torres Strait, based on Horn Island before the end of the 2009-10 financial year.
- The QPS' water police capabilities were strengthened through a number of additional new or replacement vessels. These include three rigid-hulled inflatable boats, three 5.4 metre vessels, two catamarans and a tactical response and patrol vessel.
- A permanent telecommunications interception capability was approved which will enable QPS and the CMC to monitor a wider variety of communication means used for criminal activity. Thus far, evidence gathered through telecommunication interceptions has resulted in the seizure of significant amounts of illicit drugs and confiscation of proceeds of crime.
- The Conducted Energy Device (CED) Rollout Project has purchased a number of Taser Cam audio and video recording devices. Officer training was completed in December 2009 and a trial commenced at Logan Central and Caboolture Stations in January 2010. Alternative CEDs have also been purchased for testing.
- The development of a state of the art Police Academy at Wacol has continued during the year. Renovations on Lillypilly House are now complete and will provide accommodation for the Driver Training Unit when the track is constructed. The construction of the driver training track and associated classrooms, renovation of the heritage listed cricket pavilion and the demolition of surplus buildings are close to completion.
- Micro-dotting (property identification) initiatives have been expanded by the Service after a successful trial in the Metropolitan North Region. The QPS completed the roll out of microdot identification equipment for use in all QPS police divisions in October 2009.
- The QPS has delivered energy, water and waste strategic plans and a carbon management plan to reduce its energy consumption and impact on the environment.
- Queensland's Task Force Argos continued to lead the way in the fight against organised paedophilia, institutionalised abuse, child exploitation and computer facilitated child exploitation. By the end of March 2010, Task Force Argos has commenced proceedings against 97 offenders on 369 charges and seized over 1.5 million child exploitation images and 462 hours of child exploitation video.
- Task Force Hydra has achieved significant results during the year. Various operations including joint operations with the Australian Crime Commission and NSW Police have been conducted targeting outlaw motor cycle gangs. These operations resulted in offenders being charged with kidnapping, trafficking dangerous drugs, possessing firearms and various other offences.
- The QPS progressed the *Prostitution and Other Acts Amendment Bill 2009* (the Bill). On commencement, the Bill will amend the *Prostitution Act 1999* to create a framework for regulating the manner in which social escort services can advertise for business. The Bill will also amend the Criminal Code to create new offences for social escort providers carrying on the business of enabling illegal prostitution as well as providing exceptions to offences to enhance the safety of sole operators.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide.

Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Previously the QPS reported expenditure and non-financial performance against four outputs: Community Safety and Engagement, Crime Management, Traffic Policing, and Professional Standards and Ethical Practice.

The QPS has adopted nine services that are directly aligned with its internal Operational Performance Review process:

- Professional Standards and Ethical Practice – activities to promote ethical behaviour, discipline and professional practice to ensure the community and visitors to the community have confidence in, and respect for, the Queensland Police Service
- Personal Safety – activities to protect personal safety and prevent and detect related offences including homicide, assault, sexual assault, robbery and total personal safety
- Property Security – activities to protect property and prevent and detect related offences including unlawful entry, other property damage, motor vehicle theft, other theft (excluding unlawful entry) and total property security
- Traffic Policing – activities to enforce traffic law and reduce road trauma including through the prevention and detection of speeding, red light offences, driving under the influence of alcohol or drugs, driving while fatigued and not wearing seatbelts
- Public Order and Safety – activities to maintain public order and safety during major events and natural disasters - from planning to recovery. Public order issues include those related to public space enjoyment, street and nuisance offences, liquor licensing issues and environmental design to reduce crime including alcohol fuelled violence
- Client Service – relates to the level, standard and quality of service given to clients
- Strategic Positioning and Response – researching and defining the organisation's direction and making evidence based decisions in pursuing strategic priorities. It involves placing the QPS in a position to take advantage of opportunities and respond to risks
- Human Resource Management – the management of the people who contribute to the achievement of the organisation's objectives. It means employing people, managing their performance, and using, maintaining and compensating their services in line with organisational requirements, awards and legislation
- Financial Management – financial decisions to maximise corporate value while managing the organisation's financial risks. It includes financial policy, planning, budgeting and resource allocation.

Expenditure is reported against the first five services and non-financial performance is reported against all nine.

The previous output structure does not map directly to the new service structure and as a result it is not possible to accurately compare the two.

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services	2,3,4,5			
Professional Standards and Ethical Practice		2,155	2,180	2,241
Personal Safety		3,051	3,087	3,173
Property Security		2,973	3,007	3,091
Traffic Policing		2,697	2,729	2,805
Public Order and Safety		3,270	3,308	3,401
Total services		14,146	14,311	14,711
Total		14,146	14,311	14,711

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Corporate FTEs are allocated across the services to which they relate.
3. The allocation of resources is guided by the results of the QPS' activity based costing methodology, the *State-wide Activity Survey*.
4. The allocation of staffing across Services does not reflect the allocation of resources directed towards significant operational activities including public safety events, major criminal investigations and road safety campaigns conducted outside the *State-wide Activity Survey* period. For example, significant policing resources are deployed during the Christmas and Easter periods to enhance road safety, and these resources are not captured by the *State-wide Activity Survey*.
5. The estimated increase in staffing of 400 FTE employees from 2009-10 to 2010-11 includes 200 civilian staff members and 200 police officers and police recruits.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Professional Standards and Ethical Practice	297,261	285,541	6,615	22	5,083
Personal Safety	385,680	368,101	11,567	25	5,987
Property Security	375,715	358,591	11,267	25	5,832
Traffic Policing	344,082	329,350	9,716	21	4,995
Public Order and Safety	413,339	394,622	12,396	27	6,294
Total	1,816,077	1,736,205	51,561	120	28,191

Notes:

1. Explanations of variances are provided in the financial statements.

ADMINISTERED ITEMS

DESCRIPTION

Three programs were administered through the QPS during the 2009-10 financial year:

- the national approach to the Gun Buyback Scheme weapons compensation payments as per the agreement, reached in 1996, by Police Ministers attending the then Australasian Police Ministers' Council
- the national approach to the Handgun Buyback compensation as per the December 2002 Council of Australian Governments agreement
- the Prostitution Licensing Authority.

Administered funding includes revenue for fees, fines and forfeitures collected on behalf of the Government.

Recent achievements

The Gun Buyback Compensation Scheme commenced in 1996-97. Costs were met by the Australian Government for weapons prohibited and returned in Queensland. Administrative arrangements for this scheme have been finalised following successful resolution of outstanding litigation in 2009.

The Handgun Buyback Compensation Program commenced in 2003-04. Costs were met by both the Australian Government and the State for the handguns prohibited and returned in Queensland. This scheme has been concluded.

These two programmes are subject to final audits, which are still to be conducted.

The 2009-10 allocation of \$0.43 million for the operation of the Prostitution Licensing Authority allowed for the continuing operating and legal costs of the Authority. Financial statements and variance explanations in relation to Administered Items appear in the Departmental Financial Statements.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Professional Standards and Ethical Practice				
Resources allocated to Professional Standards and Ethical Practice:	1			
- Staff numbers			2,180	
- Expenditure (\$000)			\$279,548	
- Percentage of Total Budget			16%	
Hours directed towards in-service training	2	1.5 – 2 million	1.5 million	1.5 – 2 million
Complaints against police per 100,000 population	3	New measure	68.1	< 68.1
Complaints against police per 100 sworn (operational) staff	4	New measure	30.2	≤ 25.4
Public perception of police professionalism and image:	5,6			
- Police perform job professionally		75%-85%	78.4%	≥ 80.7%
- Police treat people fairly and equally		60%-70%	65.5%	≥ 68.6%
- Most police are honest		75%-85%	78.1%	≥ 78.6%
Personal Safety				
Resources allocated to Personal Safety:	1			
- Staff numbers			3,087	
- Expenditure (\$000)			\$362,699	
- Percentage of Total Budget			21%	
Number and rate (per 100,000 population) of personal safety offences reported:	2,7,8			
- Homicide		150-180	145 (3)	2-4
- Assault	9	18,000-21,000	21,372 (487)	470-510
- Sexual Assault		5,000-6,500	5,561 (127)	120-160
- Robbery		1,700-2,000	1,852 (42)	40-50
- Total personal safety		30,000-34,000	32,889 (749)	720-820
Number of personal safety offences cleared:	2,8,10			
- Homicide		110-190	167	> 167
- Assault	11	14,000-18,000	18,411	> 18,411
- Sexual Assault	12	5,000-6,500	4,919	> 4,919
- Robbery	13	900-1,150	1,213	> 1,213
- Total personal safety		23,000-28,000	27,605	> 27,605

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Property Security				
Resources allocated to Property Security:	1			
- Staff numbers			3,007	
- Expenditure (\$000)			\$353,327	
- Percentage of Total Budget			21%	
Number and rate (per 100,000 population) of property security offences reported:	2,7,14			
- Unlawful entry		40,000-50,000	44,317 (1,009)	1,000-1,250
- Other property damage		40,000-50,000	40,948 (932)	900-1,100
- Motor vehicle theft		8,000-11,000	9,239 (210)	200-240
- Other theft (excl unlawful entry)	15	75,000-85,000	86,683 (1,974)	1,950-2,250
- Total property security		190,000-230,000	205,785 (4,686)	4,600-5,600
Number of property security offences cleared:	2,10,14			
- Unlawful entry	16	10,500-13,000	10,315	> 10,315
- Other property damage		13,000-16,000	13,011	> 13,011
- Motor vehicle theft	17	3,000-4,000	3,224	> 3,224
- Other theft (excl unlawful entry)		22,000-27,000	27,953	> 27,953
- Total property security		70,000-85,000	74,788	> 74,788
Traffic Policing				
Resources allocated to Traffic Policing:	1			
- Staff numbers			2,729	
- Expenditure (\$000)			\$323,580	
- Percentage of Total Budget			19%	
Number of vehicles monitored per offence for:				
- Speed Cameras	18	80-110:1	157:1	80-110:1
- Red Light Cameras	19	2,000-2,300:1	1691:1	1600-1900:1
Number and rate (per 100,000 population) of road crash fatalities by crash contributing factor:	20,21,22			
- Speed			61 (1.4)	
- Alcohol			68 (1.6)	
- Fatigue			40 (0.9)	
- Seatbelt			47 (1.1)	
- Total	24	6.7-7.8	268 (6.1)	< 6.1
Number and rate (per 100,000 population) of reportable crashes by crash contributing factor:	23,24,25			
- Speed			1,470 (33.5)	
- Alcohol			2,771 (63.1)	
- Fatigue			1,248 (28.4)	
- Total			23,551 (536.2)	
Number and rate (per 100,000 population) of persons hospitalised following a crash	23,24,25		6,533 (148.8)	

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Public Order and Safety				
Resources allocated to Public Order and Safety:	1			
- Staff numbers			3,308	
- Expenditure (\$000)			\$388,709	
- Percentage of Total Budget			23%	
Number and rate (per 100,000 population) of good order offences detected	26	48,000-54,000 (1,150-1,250)	54,065 (1,231)	(1,100-1,250)
Public satisfaction with police dealing with public order problems	5	50%-60%	57.1%	≥ 52.9%
Public satisfaction with police dealing with disasters and major events	27,28	New measure	82.4%	80%-90%
State contribution (\$000)		\$1,639,150	\$1,629,857	\$1,736,205
Other revenue (\$000)		\$66,663	\$78,006	\$79,872
Total cost (\$000)		\$1,705,813	\$1,707,863	\$1,816,077
Client Service				
Public satisfaction with police generally	5,29	70%-80%	65.2%	≥ 66.1%
Public satisfaction with the police response to personal safety and property security offences	30,31	80%-90%	88.6%	80%-90%
Percentage of the public who have confidence in the police	5	75%-85%	80.8%	≥ 81.7%
Satisfaction of members of the public who had contact with police in the last twelve months	5	75%-85%	81.1%	≥ 80.6%
Strategic Positioning and Response				
Level of carbon emissions from the QPS vehicle fleet	32	New measure	16,647 tonnes (15.5% reduction)	15% reduction
Level of:	33,34			
- water consumption		New measure	New measure	(target: ≤ Queensland Government targets)
- energy used		New measure	New measure	
- waste produced		New measure	New measure	
Human Resource Management				
Meeting Government targets on police numbers	35	10,243	10,290	10,450-10,500
Percentage of staff who are operational	36	New measure	83%	≥ 84.3%
Financial Management				
Departmental expenditure is within approved Government funding level		New measure	Yes	Yes

Notes:

1. The QPS does not set targets for resource allocation against services.
2. The 2009-10 Estimated actual is based on an extrapolation of July 2009-March 2010 statistics. These figures will vary from statistics calculated using actual financial year data.
3. The 2010-11 Target/est is to be less than the 2009-10 Estimated actual.
4. The extensive media coverage experienced by the QPS in recent months is believed to have contributed to the high levels of complaints against police this year. Complaints levels should be viewed in the context of other national data, which shows that Queenslanders' satisfaction with police services compares favourably with national averages (see *2010 Report on Government Services*). The 2010-11 Target/est is to be less than or equal to the national average. This average has been obtained from the 2010 Report on Government Services.
5. The 2009-10 Estimated actual and the 2010-11 Target/est were derived from the *National Survey of Community Satisfaction with Policing* for the period 1 July 2009 to 31 March 2010. The 2010-11 Target/est is to be greater than or equal to the national average.
6. The performance measure 'have confidence in police' was moved to 'Client Service'.
7. The service standard has been amended to include a rate per 100,000 population (in brackets). This gives a more accurate measure of crime trends as it takes population growth into account. The 2010-11 Target/est is also now expressed as a rate for this reason.
8. The offence categories reported separately are those classified as 'violent' crimes and are the most significant personal safety offence categories in terms of their impact on the community. The 'total personal safety' offences figure also includes the offence categories of extortion, kidnapping, abduction and deprivation of liberty and other offences against the person. Homicide includes the offence categories of murder, attempted murder and conspiracy to murder.
9. The projected number of reported assault offences could be higher than expected due to a range of factors, including the increased emphasis on reporting assaults arising from domestic and family violence incidents; an increased emphasis on enforcement responses to liquor and liquor place-related disturbances and issues; and an increased emphasis on the policing of assault offences through the Operational Performance Review process.
10. The number of offences cleared relates to the total number of offences cleared in the period regardless of when they were reported. The 2010-11 Target/est is to be greater than the 2009-10 estimated actual.
11. The projected number of cleared assault offences could be higher than expected due to the increased number of reported assault offences.
12. Investigating sexual assault offences often involves a high level of complexity, which can affect clear up rates. This is exacerbated in the case of historical offences. Consequently, the number of cleared sexual assault offences can vary from year to year.
13. The projected number of cleared robbery offences could be higher than expected due to a higher than expected number of historical offences being cleared, for example, if an offender responsible for multiple offences has been apprehended.
14. The offence categories reported separately are classified as high volume property security offences. The total property security offences figures also include the offence categories of arson, fraud and handling stolen goods. The offence category 'other theft (excluding unlawful entry)' was previously known as stealing.
15. The highest volume driver of other theft (excl unlawful entry) is shop stealing, and an increase in this category could be a result of the recent financial downturn. In addition, there has been a noted increase in the use of shop stealing to facilitate large-scale re-selling of stolen property online directly by the offender, rather than through traditional third-parties such as pawnbrokers.
16. The projected number of cleared unlawful entry offences could be lower than expected due to a reduction in the clearance of matters reported in previous periods. However, the number of unlawful entry offences reported and cleared in the period has increased slightly.
17. This offence category relates to unlawful use of a motor vehicle.
18. There was an increase in the number of vehicles monitored per offence detected for speed cameras in this reporting period. A range of factors can influence detection rates, including site learning and road works. In the 2009-10 financial year, six additional fixed speed cameras were introduced, taking the total to nine fixed speed cameras. Additionally in the 2009-2010 financial year the proof of concept cameras were trialled and digital cameras enforcing speeds in the CLEM7 tunnel were introduced. Trialing of red light with speed enforcement and point to point (average speed) technology is also currently in development.
19. There was a decrease in the number of vehicles monitored per offence detected for red light cameras in this reporting period. Factors this may be attributed to include the strategic positioning of cameras, variations in traffic flow rates, and an increase in camera reliability, aligned with the operational camera hours.
20. Previously data was provided by calendar year. The current estimates are an extrapolation of the July 2009-March 2010 statistics. The 2010-11 Target/est is to be less than the 2009-10 estimated actual. Target estimates are only set for the total crash fatality rates—not for the crash contributing factors, which can fluctuate significantly from year to year.
21. Crash data was extracted on 15 April 2010, and should be viewed as preliminary and subject to change. Alcohol related crash data may take up to 12 months to be finalised.
22. A fatality may be related to multiple causal factors or causal factors not included in this report. As a result, the total reported causal factors do not equal the number of fatalities (268).
23. The 2007-08 data has been provided here as more recent data is unavailable due to delays in crash data processing.
24. Amended by removing pedestrians as they are not considered to be a significant contributing factor for road crash fatalities.
25. Target estimates for 2009-10 and 2010-11 were unable to be estimated due to data not being available because of delays in crash data processing.
26. The 2010-11 Target/est is now expressed just as a rate per 100,000 population to bring consistency with other service standards. A rate gives a more accurate measure of crime trends than raw numbers, as the rate takes population growth into account.
27. This new service standard has been included to capture our response to major events such as schoolies week, sporting events and natural disasters.
28. The 2009-10 Estimated actual was derived from the *National Survey of Community Satisfaction with Policing* for the period 1 July 2009 to 31 March 2010.
29. Attitudinal data in particular can be influenced in the short term by adverse or highly publicised events (such as the extensive media coverage experienced by the QPS in recent months). Point-in-time responses can vary from people's true underlying (or longer term) satisfaction with police.

30. The performance measures 'Public satisfaction with initial police response' and 'Public satisfaction with police response from specialist officers' have been combined to provide an overall police response, rather than separating initial response and follow up response by specialist officers.
31. Derived from the *Queensland Police Service Crime Victims Survey 2008*.
32. The Queensland Government targets set a reduction of CO₂ emissions of at least 15% by 31 December 2010, 25% by 2012 and 50% by 2017 compared to a baseline of 30 June 2007. Since the baseline, QPS has reduced CO₂ emissions by 15.54%, which is better than the target.
33. The Queensland Government's minimum mandatory targets for energy consumption reductions in all government buildings are 5% by 2010 (30 June 2009) and 20% by 2015 (30 June 2014). The Service is positioning itself to meet the Government's target through retrofit programs across the State. While most of the QPS' energy use is recorded in the Built Environment Materials Information Register (BEMIR), the QPS facilities data is inaccurate. Consequently, the level of energy used is not able to be estimated with any accuracy at this time. The Environmental Management Project is currently investigating options to develop a central register that will provide the required data.
34. Water consumption and waste production are not recorded centrally and the QPS is not able to estimate actual consumption and production levels at this time. The QPS is meeting its commitment to managing water under the South East Queensland Water Management Plans.
35. The 2010-11 target range is based on the Government's commitment to establish an additional 203 police positions in 2010-11, and takes into account fluctuations in recruitment and attrition levels, as well as the considerable time taken to train a new police officer.
36. This definition of operational staff includes both sworn and civilian employees. The 2010-11 Target/est is to be more than or equal to the national average. This average has been obtained from the *2010 Report on Government Services*.

INCOME STATEMENT

Department of Police	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,6,10	1,639,150	1,629,857	1,736,205
User charges	2,7,11	38,030	49,519	51,561
Grants and other contributions		23,366	23,220	23,044
Other revenue		3,267	3,267	3,267
Gains on sale/revaluation of property, plant and equipment and investments		2,000	2,000	2,000
Total income		1,705,813	1,707,863	1,816,077
Expenses				
Employee expenses	3,8,12	1,276,619	1,285,860	1,375,092
Supplies and services	4,9,13	317,341	310,547	328,647
Grants and subsidies	5,14	3,082	4,082	3,082
Depreciation and amortisation		81,889	81,298	83,180
Finance/borrowing costs	
Other expenses		24,882	24,076	24,076
Losses on sale/revaluation of property, plant and equipment and investments		2,000	2,000	2,000
Total expenses		1,705,813	1,707,863	1,816,077
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Department of Police	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		128,842	52,430	55,636
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		128,842	52,430	55,636
Surplus/(deficit) for the period	
Total recognised income and expense for the period		128,842	52,430	55,636
Equity injection/(withdrawal)		120,869	83,347	114,529
Equity adjustments (MoG transfers)	15,16	..	1,948	..
Total movement in equity for period		249,711	137,725	170,165

BALANCE SHEET

Department of Police	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		25,699	20,887	20,887
Receivables	17,25	23,734	47,993	47,993
Other financial assets	
Inventories		3,181	3,438	3,438
Other	18,26	7,154	14,861	14,861
Non-financial assets held for sale	19,27	658	3,603	3,603
Total current assets		60,426	90,782	90,782
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	20,28,33	2,106,453	1,912,161	2,076,586
Intangibles	21,29,34	76,201	64,474	70,214
Other	
Total non-current assets		2,182,654	1,976,635	2,146,800
TOTAL ASSETS		2,243,080	2,067,417	2,237,582
CURRENT LIABILITIES				
Payables		55,321	51,579	51,579
Accrued employee benefits	22,30	34,565	40,856	40,856
Interest-bearing liabilities and derivatives	
Provisions	
Other		10,201	14,988	14,988
Total current liabilities		100,087	107,423	107,423
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		100,087	107,423	107,423
NET ASSETS/(LIABILITIES)		2,142,993	1,959,994	2,130,159
EQUITY				
Capital/contributed equity	23,31,35	752,593	703,271	817,800
Retained surplus/(accumulated deficit)		381,901	382,090	382,090
Reserves:				
- Asset revaluation reserve	24,32,36	1,008,499	874,633	930,269
- Other (specify)	
TOTAL EQUITY		2,142,993	1,959,994	2,130,159

CASH FLOW STATEMENT

Department of Police	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	37,42,47	1,639,150	1,636,753	1,736,205
User charges	38,43,48	38,030	49,519	51,561
Grants and other contributions		2,366	2,220	2,044
Other		3,267	3,267	3,267
Outflows:				
Employee costs	39,44,49	(1,276,619)	(1,285,860)	(1,375,092)
Supplies and services	45,50	(317,341)	(317,443)	(328,647)
Grants and subsidies	40,51	(3,082)	(4,082)	(3,082)
Borrowing costs	
Other		(3,882)	(3,076)	(3,076)
Net cash provided by/(used in) operating activities		81,889	81,298	83,180
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		20,000	20,000	20,000
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	41,46,52	(223,458)	(184,645)	(217,709)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(203,458)	(164,645)	(197,709)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections		179,547	135,665	168,935
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals		(58,678)	(52,318)	(54,406)
Net cash provided by/(used in) financing activities		120,869	83,347	114,529
Net increase/(decrease) in cash held		(700)
Cash at the beginning of financial year		26,399	20,887	20,887
Cash transfers from restructure	
Cash at the end of financial year		25,699	20,887	20,887

ADMINISTERED INCOME STATEMENT

Department of Police	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	
Taxes, fees and fines	53,54	4,122	4,895	7,949
Royalties, property income and other territorial Revenue	
Interest	
Administered revenue		429	429	441
Other		440	250	250
Total revenues		4,991	5,574	8,640
Expenses				
Supplies and services	
Depreciation and amortisation	
Grants and subsidies		429	429	441
Benefit payments	
Borrowing costs	
Other	
Total expenses		429	429	441
Net surplus or deficit before transfers to Government		4,562	5,145	8,199
Transfers of administered revenue to Government		4,562	5,145	8,199
OPERATING SURPLUS/(DEFICIT)	

ADMINISTERED BALANCE SHEET

Department of Police	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		2,408	2,849	2,849
Receivables		392	(2)	(2)
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		2,800	2,847	2,847
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets	
TOTAL ADMINISTERED ASSETS		2,800	2,847	2,847
CURRENT LIABILITIES				
Payables		5	58	58
Transfers to Government payable		..	50	50
Interest-bearing liabilities	
Other		2,795	2,739	2,739
Total current liabilities		2,800	2,847	2,847
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities	
Other	
Total non-current liabilities	
TOTAL ADMINISTERED LIABILITIES		2,800	2,847	2,847
ADMINISTERED NET ASSETS/(LIABILITIES)	
EQUITY				
Capital/Contributed equity	
Retained surplus/(Accumulated deficit)	
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL ADMINISTERED EQUITY	

ADMINISTERED CASH FLOW STATEMENT

Department of Police	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts		429	429	441
Grants and other contributions	
Taxes, fees and fines	55,57	4,122	4,895	7,949
Royalties, property income and other territorial revenues	
Other		440	250	250
Outflows:				
Transfers to Government	56,58	(4,562)	(5,145)	(8,199)
Grants and subsidies		(429)	(429)	(441)
Supplies and services	
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities	
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held	
Administered cash at beginning of financial year		2,408	2,849	2,849
Cash transfers from restructure	
Administered cash at end of financial year		2,408	2,849	2,849

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Service revenue variance is mainly due to increased funding for Telecommunications Interception, Target Liquor-Related Offences initiative and transfers from other agencies offset by funding transferred back to Government for the Microsoft Enterprise Licensing agreement and revised purchase dates for the Taser rollout program and operational equipment.
2. User charges variance is mainly due to increased collections for Special Services and criminal history check revenue. (Special Services refer to services provided to an organisation or person which are not performed in the ordinary course of police business).
3. Employee expenses variance is mainly due to new funding for the Target Liquor-Related Offences initiative and increases in salary related expenses such as WorkCover and Special Services overtime. (Special Services refer to services provided to an organisation or person which are not performed in the ordinary course of police business).
4. Supplies and services variance is mainly due to increased funding for Telecommunications Interception and transfers from other agencies, offset by funding transferred back to Government for the Microsoft Enterprise Licensing agreement and revised purchase dates for the Taser rollout program and operational equipment.
5. Grants and subsidies variance is mainly due to the one-off Telecommunications Interception buy-in payment.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

6. Service revenue variance is mainly due to additional funding for enterprise bargaining, police growth, Telecommunications Interception and the new Weapons Licensing System.
7. User charges variance is mainly due to increased collections and the introduction of new Special Services fees, increased criminal history checks revenue and CPI increases. (Special Services refer to services provided to an organisation or person which are not performed in the ordinary course of police business).
8. Employee expenses variance is mainly due to additional funding for enterprise bargaining and police growth.
9. Supplies and services variance is mainly due to additional funding for general cost escalations, Telecommunications Interception and the new Weapons Licensing System.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

10. Service revenue variance is due to additional funding for enterprise bargaining, police growth, Telecommunications Interception, the new Weapons Licensing System and revised completion dates for projects such as the Taser rollout program and operational equipment.
11. User charges variance is mainly due to CPI increases and the introduction of new Special Service fees. (Special Services refer to services provided to an organisation or person which are not performed in the ordinary course of police business).
12. Employee expenses variance is mainly due to additional funding for enterprise bargaining and police growth.
13. Supplies and services variance is mainly due to additional funding for general cost escalations, Telecommunications Interception and the new Weapons Licensing System, along with revised purchase dates for the Taser rollout program and operational equipment.
14. Grants and subsidies variance is mainly due to the one-off Telecommunications Interception buy-in payment made in 2009-10.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

15. Equity adjustment (Machinery of Government transfers) variation is due to the one-off transfer in 2009-10 of the Integrated Justice Information Strategy asset from Department of Justice and Attorney General to QPS.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

16. Equity adjustment (Machinery of Government transfers) variation is due to the one-off transfer in 2009-10 of the Integrated Justice Information Strategy asset from Department of Justice and Attorney General to QPS.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

17. Receivables variation is mainly due to timing of annual leave claimed back from the Crown for the current portion of annual leave taken under the whole-of-Government Annual Leave Central Scheme (ALCS).
18. Other current assets variation is mainly due to increased prepayments such as superannuation, rent, insurance, motor vehicle costs and other supplies and services.
19. Non-financial assets held for sale variation is due to the value of motor vehicles, land and buildings expected to be held for sale at 30 June 2010.
20. Property, plant and equipment variation is mainly due to a decrease in estimated effects of the revaluation of land, buildings and dwellings as well as revised completion dates for Public Safety Network; capital works; technology refresh programs and Australian Government funded remote housing.
21. Intangibles variation is mainly due to revised completion dates for Computer Aided Dispatch and the Integrated Traffic Camera System as well as the transfer of Policelink related funding from the QPS to the Department of Public Works.
22. Accrued employee benefits variation is mainly due to increased annual leave and other salary related payables such as long service leave.
23. Capital/Contributed equity variation is mainly due to revised completion dates for Public Safety Network, capital works, technology refresh programs, Australian Government funded remote housing, Computer Aided Dispatch and the Integrated Traffic Camera System, as well as the transfer of Policelink related funding from the QPS to the Department of Public Works.
24. Assets revaluations reserve variation is mainly due to the estimated effects of the revaluation of land, buildings and dwellings.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

25. Receivables variation is mainly due to timing of annual leave claimed back from the Crown for the current portion of annual leave taken under the ALCS.
26. Other current assets variation is mainly due to increased prepayments such as superannuation, rent, insurance, motor vehicle costs and other supplies and services.
27. Non-financial assets held for sale variation is due to the value of motor vehicles, land and buildings expected to be held for sale at 30 June 2011.
28. Property, plant and equipment variation is mainly due to increased funding for the new Police Academy, offset by a decrease in estimated effects of the revaluation of land, buildings and dwellings.
29. Intangibles variation is mainly due to funding provisions for Telecommunications Interception, the new Weapons Licensing System and completion during 2010-11 of projects such as the Integrated Traffic Camera System, Legacy Migration Project and the Public Safety Network.
30. Accrued employee benefits variation is mainly due to increased annual leave and other salary related payables such as long service leave.
31. Capital/Contributed equity variation is mainly due to additional funding for the new Police Academy, the capital works program, enhanced operational equipment, motor vehicle replacements, the new Weapons Licensing System, Telecommunications Interception and the continuation of information technology related projects such as Computer Aided Dispatch, Integrated Traffic Camera System and Public Safety Network.
32. Assets revaluations reserve variation is mainly due to the estimated effects of the revaluation of land, buildings and dwellings.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

33. Property, plant and equipment variation is mainly due to increased funding for the new Police Academy, as well as increased funding from revised completion dates for the Public Safety Network, capital works, technology refresh programs and Australian Government funded remote housing, as well as an increase in estimated effects of the revaluation of land, buildings and dwellings.
34. Intangibles variation is mainly due to funding provisions for Telecommunications Interception, the new Weapons Licensing System, as well as revised completion dates for Computer Aided Dispatch and the Integrated Traffic Camera System, offset by the transfer of Policelink related funding from the QPS to the Department of Public Works.
35. Capital/Contributed equity variation is mainly due to additional funding for the new Police Academy, the capital works program, enhanced operational equipment, motor vehicles replacements, the new Weapons Licensing System, Telecommunications Interception and the continuation of major information technology related projects such as Computer Aided Dispatch, the Integrated Traffic Camera System and the Public Safety Network, as well as Australian Government funded remote housing.
36. Assets revaluations reserve variation is mainly due to the estimated effects of the revaluation of land, buildings and dwellings.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

37. Service receipts variance is mainly due to increased funding for Telecommunications Interception, the Target Liquor-Related Offences initiative and transfers from other agencies offset by funding transferred back to Government for the Microsoft Enterprise Licensing agreement and revised purchase dates for the Taser rollout program and operational equipment.
38. User charges variance is mainly due to increased collections for Special Services and criminal history check revenue. (Special Services refer to services provided to an organisation or person which are not performed in the ordinary course of police business).
39. Employee costs variance is mainly due to new funding for the Target Liquor-Related Offences initiative and increases in salary related expenses such as workcover and Special Services overtime. (Special Services refer to services provided to an organisation or person which are not performed in the ordinary course of police business).
40. Grants and subsidies variance is mainly due to the Telecommunications Interception buy-in payment.
41. Payment for property, plant and equipment and intangibles variation is mainly due to revised completion dates for Public Safety Network, capital works, technology refresh programs, Australian Government funded remote housing, Computer Aided Dispatch and the Integrated Traffic Camera System, as well as the transfer of Policelink related funding from the QPS to the Department of Public Works.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

42. Service receipts variance is mainly due to additional funding for enterprise bargaining, police growth, Telecommunications Interception and the new Weapons Licensing System.
43. User charges variance is mainly due to increased collections and the introduction of new Special Services fees, increased criminal history checks revenue and CPI increases. (Special Services refer to services provided to an organisation or person which are not performed in the ordinary course of police business).
44. Employee costs variance is mainly due to additional funding for enterprise bargaining and police growth.
45. Supplies and services variance is mainly due to additional funding for general cost escalations, Telecommunications Interception and the new Weapons Licensing System.
46. Payment for property, plant and equipment and intangibles variation is mainly due to additional funding for the new Police Academy, the capital works program, enhanced operational equipment, motor vehicle replacements, the new Weapons Licensing System, Telecommunications Interception and the continuation of information technology related projects such as Computer Aided Dispatch, Integrated Traffic Camera System and Public Safety Network offset by reduced funding due to finalisation of projects during 2010-11 such as Public Safety Network.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

47. Service receipts variance is due to additional funding for enterprise bargaining, police growth, Telecommunications Interception and the new Weapons Licensing System and revised completion dates for projects such as the Taser rollout program and operational equipment.
48. User charges variance is mainly due to CPI increases and the introduction of new Special Service fees. (Special Services refer to services provided to an organisation or person which are not performed in the ordinary course of police business).

49. Employee costs variance is mainly due to additional funding for enterprise bargaining and police growth.
50. Supplies and services variance mainly due to additional funding for general cost escalations, Telecommunications Interception and the new Weapons Licensing System, along with revised purchase dates for the Taser rollout program and operational equipment.
51. Grants and subsidies variance is mainly due to the one-off Telecommunications Interception buy-in payment made in 2009-10.
52. Payment for property, plant and equipment and intangibles variation is mainly due to additional funding for the new Police Academy, the capital works program, enhanced operational equipment, motor vehicles replacements, the new Weapons Licensing System, Telecommunications Interception and the continuation of major information technology related projects such as Computer Aided Dispatch, the Integrated Traffic Camera System and the Public Safety Network, as well as Australian Government funded remote housing.

Administered income statement

Major variations between 2009-10 Budget and 2010-11 Estimate include:

53. Taxes, fees and fines variance is mainly due to additional revenue generated from increases in weapons licensing fees.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

54. Taxes, fees and fines variance is mainly due to additional revenue generated from increases in weapons licensing fees.

Administered cash flow statement

Major variations between 2009-10 Budget and 2010-11 Estimate include:

55. Taxes, fees and fines variance is mainly due to additional revenue generated from increases in weapons licensing fees.
56. Variance in Transfers to Government is mainly due to additional revenue generated from increases in weapons licensing fees.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

57. Taxes, fees and fines variance is mainly due to additional revenue generated from increases in weapons licensing fees.
58. Variance in Transfers to Government is mainly due to additional revenue generated from increases in weapons licensing fees.

Statutory Body

Prostitution Licensing Authority

OVERVIEW

The Prostitution Licensing Authority (PLA) was established under the *Prostitution Act 1999* (the Act) and commenced operation on 1 July 2000. Primary functions of the PLA are to decide brothel licence and approved manager's certificate applications, and to monitor the provision of prostitution through licensed brothels. The strategic priorities of the PLA are to ensure an effective and efficient brothel licensing regime, that licensed brothels operate in accordance with community expectations and legislative requirements, to promote the health and safety of sex workers and clients, to limit the impact of prostitution on the community, and combat the incidence of organised crime and corruption in brothels. These objectives are addressed through the PLA's probity, compliance, and educative functions. They are measured in a variety of ways, including by the service standards in the Performance Statement. The PLA contributes to two of the Government's ambitions from *Toward Q2: Tomorrow's Queensland*, namely Healthy – Making Queenslanders Australia's healthiest people; and Fair – Supporting safe and caring communities. The maintenance of appropriate workplace health and safety arrangements for all workers in the licensed sex industry is a high priority. The sexual health of sex workers and clients, and thereby the community, is safeguarded by a range of obligations that apply under the Act and conditions of a brothel licence. The PLA conducts regular scheduled and unannounced compliance audits and inspections of brothels to monitor compliance with statutory and regulatory obligations. It is determined to ensure that only suitable persons own or manage a brothel and, in conjunction with the Queensland Police Service, conducts intensive and wide-ranging probity checks of applicants.

REVIEW OF PERFORMANCE

Recent achievements

- Engaged with the Government and stakeholders on the findings of an independent research report on the regulation of the sex industry in Queensland.
- Achieved a generally high level of compliance by licensed brothels through compliance audits and inspections and by educating licensees and managers on their responsibilities.
- Published a new *PLA Manual for Approved Managers*.
- Engaged in a community education campaign to foster greater awareness of the legal framework for prostitution and to facilitate complaints about suspected illegal prostitution activities.

Future developments

- Implement any changes arising from the enactment of the *Prostitution and Other Acts Amendment Bill 2009*.
- Consider and develop a code of practice about sex worker accommodation at brothels and a code of practice about issues relevant to culturally and linguistically diverse sex workers at brothels.
- Consider further opportunities to educate the community and stakeholders about prostitution issues.
- Review best practice standards appropriate to the operations of licensed brothels and brothel licence conditions for relevancy and consistency.

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	10.5	9.5	9.5

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of licensed brothel premises operating		26	26	26
Number of brothel and certificate applications investigated	1	160	192	195
Number of brothel and certificate applications decided	1	110	139	145
Percentage of complaints resolved	2	95%	100%	95%
Number of compliance activities conducted		210	215	210
Number of licensed brothels implementing best practice standards	3	26	26	26
Number of brothels requiring three monthly sexual health certificates	4	26	26	26
Satisfaction of applicants with PLA client service		95%	95%	95%
Applications processed within PLA and forwarded to QPS within 20 business days	5	95%	85%	90%
Complaints to the PLA resolved within 20 business days	6	95%	98%	95%
State contribution (\$'000)		429	429	441
Other revenue (\$'000)		852	772	1,004
Total cost (\$'000)		1,281	1,266	1,392

Notes:

1. Includes new applications, renewals, and annual returns.
2. This indicator refers to the proportion of complaints received in the reporting year that are resolved within the reporting year.
3. All brothels implement best practice standards.
4. It is a licence condition that all brothels require three monthly sexual health certificates.
5. The decrease is mainly due to the delay in applicants, licensees and managers lodging requested documentation for the purpose of completion of probity by QPS and PLA.
6. This indicator refers to the proportion of resolved complaints that are resolved within 20 business days.

INCOME STATEMENT

Prostitution Licensing Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	
Grants and other contributions		429	429	441
Other revenue	1,4,6	852	772	1,004
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		1,281	1,201	1,445
Expenses				
Employee expenses		722	721	761
Supplies and services	5,7	467	433	537
Grants and subsidies	
Depreciation and amortisation		25	35	25
Finance/borrowing costs	
Other expenses		63	62	64
Losses on sale/revaluation of property, plant and equipment and investments	2,8	4	15	5
Total expenses		1,281	1,266	1,392
OPERATING SURPLUS/(DEFICIT)	3,9	..	(65)	53

STATEMENT OF CHANGES IN EQUITY

Prostitution Licensing Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		..	(65)	53
Total recognised income and expense for the period		..	(65)	53
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		..	(65)	53

BALANCE SHEET

Prostitution Licensing Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	13	783	815	844
Receivables		8	9	10
Other financial assets	
Inventories	
Other		1	4	4
Non-financial assets held for sale	
Total current assets		792	828	858
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	10,14,17	96	85	112
Intangibles	
Other	
Total non-current assets		96	85	112
TOTAL ASSETS		888	913	970
CURRENT LIABILITIES				
Payables		41	42	42
Accrued employee benefits	11,15	82	109	113
Interest-bearing liabilities and derivatives	
Provisions	
Other		46	46	46
Total current liabilities		169	197	201
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	12,16	25	37	37
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		25	37	37
TOTAL LIABILITIES		194	234	238
NET ASSETS/(LIABILITIES)		694	679	732
EQUITY				
Capital/contributed equity	
Retained surplus/(accumulated deficit)		694	679	732
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		694	679	732

CASH FLOW STATEMENT

Prostitution Licensing Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	
Grants and other contributions		429	429	441
Other	18,23,27	912	834	1,043
Outflows:				
Employee costs	19	(722)	(825)	(757)
Supplies and services		(527)	(526)	(537)
Grants and subsidies	
Borrowing costs	
Other	20,24	(63)	(97)	(104)
Net cash provided by/(used in) operating activities		29	(185)	86
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	21,25,28	68	55	82
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	22,26,29	(85)	(73)	(139)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(17)	(18)	(57)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		12	(203)	29
Cash at the beginning of financial year		771	1,018	815
Cash transfers from restructure	
Cash at the end of financial year		783	815	844

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The decrease is due to the timing of lodgement of brothel licence renewal applications.
2. The increase is mainly due to the general decline in the resale value of plant and equipment.
3. The deficit is mainly due to the reduction in other revenue which is attributable to the timing of lodgement of brothel licence renewal applications.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

4. The increase is due to the timing of lodgement of brothel licence renewal applications and annual licence fees.
5. The increase is due to the expansion of the community education program.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

6. The increase is due to the timing of lodgement of brothel licence renewal applications and annual licence fees.
7. The increase is due to the expansion of the community education program.
8. The decrease is due to the timing of the replacement of assets.
9. The surplus is mainly due to the increase in other revenue which is attributable to the timing of lodgement of brothel licence renewal applications and annual licence fees.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

10. The decrease is due to the expiration of the lease for the office facilities resulting in the leasehold improvements being fully depreciated.
11. The increase is due to the timing of reimbursement of employee costs.
12. The increase is due to the growth in recreation leave.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

13. The increase is due to the timing of lodgement of brothel licence renewal applications and annual licence fees.
14. The increase is due to the upgrade and replacement of assets.
15. The increase is due to the timing of reimbursement of employee costs.
16. The increase is due to the growth in recreation leave.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

17. The increase is due to the upgrade and replacement of assets.

Cash flow Statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

18. The increase is due to the timing of lodgement of brothel licence renewal applications and annual licence fees.
19. The increase is due to the finalisation of a redundancy commenced in 2008.
20. The increase is due to changes required in reporting requirements.
21. The decrease is mainly due to the general decline in the resale value of plant and equipment.
22. The decrease is due to the timing of implementation of the asset replacement program.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

23. The increase is due to the timing of lodgement of brothel licence renewal applications and annual licence fees.
24. The increase is due to changes required in reporting requirements.
25. The increase is mainly due to the general decline in the resale value of plant and equipment.
26. The increase is due to the upgrade and replacement of assets.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

27. The increase is due to the timing of lodgement of brothel licence renewal applications and annual licence fees.
28. The increase is mainly due to the general decline in the resale value of plant and equipment.
29. The increase is due to the upgrade and replacement of assets.

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PART 7

Department of Justice and Attorney-General

Summary of departmental portfolio budgets

Page	Agency	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
1-162	Department of Justice and Attorney-General - controlled	467,377	478,752	489,121
	Department of Justice and Attorney-General - administered	212,094	215,669	239,454
1-188	Anti-Discrimination Commission Queensland	4,929	4,929	4,956
1-196	Crime and Misconduct Commission	43,272	43,053	48,564
1-205	Legal Aid Queensland	112,279	124,487	122,003
1-213	Office of the Information Commissioner	6,667	7,334	5,955

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Attorney-General and Minister for Industrial Relations has responsibility for the Department of Justice and Attorney-General.

STRATEGIC ISSUES

The department delivers a diverse range of services to urban, rural and remote communities throughout the State. These include:

- courts and tribunals
- legal and advocacy services
- a range of community-focused programs, policies and services, including services to protect vulnerable people
- services aimed at improving productivity, equity and safety in Queensland workplaces.

The department aims to deliver an equitable and effective justice system and ensure fairness, health and safety in workplaces and the community. These aims are articulated in the department's Strategic Plan objectives:

- human rights are upheld and protected
- criminal and civil justice is timely, accessible and cost effective
- communities and citizens exercise their legal and industrial rights and obligations within a justice and regulatory system recognised for its integrity and independence
- stakeholder groups and their representatives engage in the development of policy and service delivery
- regulation and service delivery supports productivity balanced with social justice.

The department measures its achievement of these objectives by monitoring the performance of key indicators which align to the service standards.

The department faces many challenges in delivering its services, including:

- responding to community diversity in the delivery of services and responding to vulnerable people, particularly when they are victims of crime or witnesses in court proceedings
- providing equitable access to a rapidly growing and ageing, geographically decentralised and increasingly diverse population
- providing innovative and coordinated responses to Indigenous justice issues to address the continuing over-representation in the justice system
- continuing to balance the implementation of public sector wages policy and enterprise bargaining agreements with the current fiscal environment
- managing Queensland's response to the Council of Australian Governments' reform agenda.

The department supports all of the Government's *Toward Q2: Tomorrow's Queensland* ambitions and directly contributes to:

- Fair – *Supporting safe and caring communities* through services that deliver justice, protect vulnerable people and increase community and workplace safety.
- Healthy – *Making Queenslanders Australia's healthiest people* through services that promote healthier workplaces and provide intervention and diversionary strategies that deal with drug and alcohol related crime.

2010-11 HIGHLIGHTS

Major initiatives and services to be delivered by the department in 2010-11 include:

- funding of \$10.5 million in 2010-11 (\$61 million over four years) to support the provision of legal aid services to vulnerable Queenslanders and to reduce the variability associated with funding these services from interest on solicitor's trust accounts.
- recurrent funding of \$1.5 million in 2010-11 to continue to develop the Queensland Civil and Administrative Tribunal (QCAT) to provide more accessible, convenient and efficient tribunal services to the community. A number of additional jurisdictions are anticipated to be transferred to QCAT in 2010-11
- continued support to victims of crime through Victim Assist Queensland (VAQ). From 1 July 2010, the department, via VAQ, will administer \$1.6 million grant funding to Non-Government Organisations delivering services to victims of crime
- funding of \$0.3 million to continue to support the work of Judicial Registrars at Southport and Townsville to improve efficiency of these courts. Consultation will be undertaken with the Chief Magistrate to refine the work of the Judicial Registrars in conjunction with a potential enhanced workload following the *Review of the civil and criminal justice system in Queensland* (the Moynihan Review)
- continuation of the Moynihan Review Implementation Project:
 - subject to its passage, the *Civil and Criminal Jurisdiction Reform and Modernisation Amendment Bill 2010*, containing the first stage of reforms in response to the Moynihan Report, will commence; and
 - a bill for the second stage of reforms stemming from the Report will be developed.
- ongoing construction of the new Supreme Court and District Court. Due for completion in 2011-12, the new \$600 million Supreme and District Court complex and the Brisbane Magistrates Court will form a new centre for Brisbane's legal precinct
- completion of upgrades to Southport Courthouse complex with the addition of three new courtrooms available for use late 2010. The \$4 million upgrade enhances the capacity of the courthouse to deal with criminal and civil matters and includes new magistrates chambers, additional public seating and the installation of state-of-the-art audiovisual equipment.
- additional funding of \$1.8 million over the next four years to ensure a well-resourced and high-quality prosecution service for Queensland through the provision of additional professional legal staff at Ipswich, Brisbane and Cairns.
- funding of \$1.3 million has been provided in 2010-11 (\$6.7 million over four years) for the establishment of a Sentencing Advisory Council in Queensland. The Council will promote consistency in sentencing, stimulate balanced public debate on sentencing issues, and incorporate informed public opinion into the process, thereby enhancing public confidence in the sentencing system. Its functions will be to advise, inform, educate and consult on sentencing matters
- continuation of the Remote Justices of the Peace (JP) Court program to provide Aboriginal and Torres Strait Islander people with training and to expand the number of JP Courts conducted in remote Indigenous communities. In 2010-11, an independent evaluation will assess the scope of JP functions including the types and appropriateness of sentences imposed given the offences committed
- a total of 152 operational community signing sites involving up to 2,700 volunteer JPs as part of its "JPs in the Community" program. Increasing the number of active volunteers in our community is an important part of the Government's *Toward Q2: Tomorrow's Queensland* Fair ambition

- further development of intervention and diversionary strategies that deal with the contribution to crime of drugs and alcohol including the Special Circumstances Court, Murri Courts, Queensland Indigenous Alcohol Diversion Program (QIADP), the Queensland Magistrates' Early Referral into Treatment (QMERIT) program and the Illicit Drug Court program. These programs specifically contribute towards the *Queensland Government's Toward Q2: Healthy ambition: Making Queenslanders Australia's healthiest people*
- continuation of the 12-month trial of vehicle immobilisation and a two-year trial of Seizure and Sale in the Brisbane Metropolitan area to enhance SPER fine recovery. From 1 July 2010, the State Penalties Enforcement Registry (SPER) will commence the use of SMS technology to support enhanced collection of outstanding fines
- additional recurrent funding of \$1 million for the Crime and Misconduct Commission (CMC) to support the important work of the CMC. Funding will assist with resourcing, training and development and the increased activity in Proceeds of Crime
- funding of \$2 million for the Murri Courts and QIADP to maximise flexibility and explore greater efficiencies including the amalgamation of administrative functions
- additional funding of \$4.7 million (\$20.3 million over four years) to address the increasing demand on services and strengthen the guardianship system, including support for privately appointed guardians
- as part of the introduction of a National Licensing Body to commence from 1 January 2011, proposed model occupational licensing legislation will be introduced into Parliament, with consequential amendments to the *Electrical Safety Act 2002*
- funding of \$2 million as part of ongoing reforms to workers compensation in Queensland for the implementation of an initiative to reduce the number of work-related fatalities, injuries and disease occurring in Queensland. The initiative will focus on high risk businesses and will involve advice on how to improve injury prevention and rehabilitation and return to work processes
- new model Occupational Health and Safety Electrical Safety Regulations, as part of a national commitment to electrical safety. Amendments to the *Electrical Safety Regulation 2002* will be drafted as part of this process
- continued leadership of the national electrical equipment safety system review by implementing legislative change, developing a National Registration Database and finalising development of the Scheme Rules governing the pre-market certification processes for the new system
- through the Electrical Regulatory Authorities Council (ERAC), national consistency in electrical safety through harmonisation of legislation, consistent implementation of policies and sharing of operational and strategic knowledge. In addition, the department participates with overseas regulators as a member and chair of the Asia Pacific Economic Cooperation (APEC) for industry consistency
- implementation of the Workplace Partnership and Productivity Pilot Project which aims to engage with workplace stakeholders, principally employers and unions, to provide cooperative and productive workplaces. The project will involve the participation of a number of workplaces and an evaluation of pilot outcomes will be undertaken. The department will also continue development of the Work Life Balance Strategy in the private and public sectors specifically part-time work and flexible working arrangements.

RECENT ACHIEVEMENTS

- QCAT represents the most significant structural reform to Queensland's justice system in the last 50 years. Commencing on 1 December 2009, QCAT amalgamated 18 separate tribunals and 23 different jurisdictions. Major changes included transferring the jurisdiction of the Small Claims Tribunal and the Magistrate Court's minor debt claims to QCAT's minor civil disputes jurisdiction. Consistent with Recommendation 29 of the *Review of the Civil and Criminal Justice System in Queensland*, an amendment was made to increase the monetary limit applying to minor civil disputes from \$7,500 to \$25,000.
- As part of the first stage of the Government's response to the Moynihan Review, the *Draft Civil and Criminal Jurisdiction Reform and Modernisation Amendment Bill 2009* was tabled in Parliament. These changes support the delivery of a more efficient, fair and equitable justice system and reflect contemporary needs and expectations.
- A discussion paper was released as part of the second stage of the Moynihan Review reforms. This stage involves development of a new Criminal Justice Procedure Act, uniform criminal procedure rules and forms to consolidate, modernise and streamline criminal procedure in Queensland.
- VAQ commenced on 1 December 2009 to coordinate services for victims of crime and their families, to assist them through financial assistance, service coordination, information and referral.
- The construction of the Ipswich Courthouse was completed. Commencing operations in December 2009, this project provides a major regional courthouse supporting both District and Magistrates courts.
- Crown Law have completed the current cabinet approved schedule for untying of legal work in accordance with the 2005 Butler Report recommendation. Crown Law will monitor the impact of untying further work and continue to pursue best practice in the delivery of legal services.
- The department continued to improve access to justice through the expansion of diversionary and special court programs:
 - the Drug Court Program continued to build on its successes maintaining a consistent rate of graduation for its participants;
 - three new Murri Courts have been established in Maryborough, Charters Towers and Toowoomba, resulting in 17 Murri Courts, the highest number in any State/Territory in Australia;
 - an independent evaluation of the Murri Court was completed and concluded that the Murri Court program significantly improved the relationship between the Courts and Indigenous communities, reduced bail breaches from failures to appear and provided a culturally appropriate court environment for sentencing Indigenous offenders that promoted participative justice;
 - the Remote JP Court Program delivered training to 12 remote Indigenous communities. Nine discrete Indigenous communities regularly conduct court hearings;
 - the QIADP graduation level increased by 25%; and
 - the Special Circumstances Court increased sittings from one to three days per week from the first year of commencement of the Homeless Persons' Court in 2006.
- Planning for the digitisation of Births, Deaths and Marriages records commenced. This project involves the imaging and transfer of approximately six million life event records which are currently held in paper or index format.

- On 11 November 2009, Parliament passed legislation enabling SPER to improve the recovery of outstanding debts. Commencing 1 January 2010, a 12-month trial of vehicle immobilisation and a two-year trial of Seizure and Sale commenced in the Brisbane Metropolitan area. Driver licence suspension on all fines became operational on 1 January 2010. As at 31 March 2010, over 490 additional debtors have repaid their fines valued at \$3.3 million.
- The department continued to work in partnership with the Australian Government, other states and the Electrical Regulatory Authorities Council to:
 - improve national consistency in workplace health and safety laws and workers' compensation arrangements; and
 - improve national consistency in electrical licensing, electrical equipment safety systems and energy supply harmonisation.
- A number of incidents involving licensed electrical workers prompted the development of a 12 week electrical safety pilot program targeting apprentices. The program aimed to help improve the apprentices' knowledge and awareness of electrical safety and promote the role of the Electrical Safety Office, while offering secure work placements.
- Following consultation with the Electrical Safety Board, the department prepared and released for public comment a discussion paper proposing the progressive introduction of safety switches on both power and lighting circuits in previously exempt domestic accommodation.
- The *Fair Work (Commonwealth Powers) and Other Provisions Act 2009* referred Queensland's private sector industrial relations to the Australian Government from 1 January 2010. The national industrial relations system applies to all Queensland private sector employees while public sector and local government workers remain under the State industrial relations jurisdiction.
- The department continued to provide information and compliance services about wages and conditions. At 31 March 2010 under the State jurisdiction, 1,390 wage complaint investigations were finalised, 3,205 audits were undertaken and \$3 million recovered in respect of wages and industrial entitlements on behalf of workers.
- The department continued to work in partnership with the Australian Government in the provision of private sector industrial relations services to workers and employers covered by the Queensland legislation and by the *Fair Work (Commonwealth Powers) and Other Provisions Act 2009*.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services. The department's vision of a fair, safe and just Queensland is achieved in the delivery of four services.

Criminal and Civil Justice

Safe and secure communities through the resolution of civil and criminal matters and improved services to vulnerable people. Enhanced community safety, security, fairness and equity through the protection of people's property and rights and providing community justice services.

Fair and Safe Work

Workplaces are fair, safe and productive and homes and community are protected from electrical death and injury.

Legal

Policy advice, legislative development and law reform services to enhance justice for the community.

Human Rights Protection

Safeguard vulnerable people through the protection of their rights and interests, including adults with impaired decision making capacity, children and victims of crime.

These services and the service standards focus the department's efforts towards achieving the best outcomes for the community. Through these services, the department contributes to the delivery of the Queensland Government's *Toward Q2: Tomorrow's Queensland* ambitions.

2009-10 Output Structure	2010-11 Service Structure
<ul style="list-style-type: none">- Court and Tribunal Services- Policy, Legislation and Legal- Community Justice- Human Rights Protection- Private Sector Industrial Relations- Administration of the Industrial Court and Commission System- Public Sector Industrial and Employee Relations- Workplace Health and Safety (inc. Workers' Compensation Policy)- Electrical Safety	<ul style="list-style-type: none">- Criminal and Civil Justice- Legal- Human Rights Protection- Fair and Safe Work

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services ^{2,3}				
Criminal and Civil Justice Services	4,5	1,760	2,014	2,045
Fair and Safe Work Services	5	891	843	860
Legal Services	6	298	375	376
Human Rights Protection Services	5	281	238	257
Total services		3,230	3,470	3,538
ADMINISTERED				
Judicial Officers	7	152	152	152
Land Court, Land and Resources Tribunal		5	5	5
Total administered		157	157	157
Total		3,387	3,627	3,695

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Corporate FTEs are allocated proportionally across the services.
3. Transition from outputs to services included reallocation of significant corporate FTEs from Human Rights Protection Services and Fair and Safe Work Services to Criminal and Civil Justice Services and Legal Services.
4. Variance between 2009-10 Budget and 2009-10 Estimated actual reflects Mid-Year Review funding initiatives including State Penalties Enforcement Registry.
5. Variance between 2009-10 Estimated actual and 2010-11 Estimate reflects funding for high priority initiatives including Office of the Adult Guardian, Sentencing Advisory Council, Queensland Civil and Administrative Tribunal, Office of the Director of Public Prosecutions and industrial relations compliance services.
6. Variance between 2009-10 Budget and 2009-10 Estimated actual includes additional own source revenue funded FTEs for Crown Law.
7. Judicial officers include Supreme Court Judges, District Court Judges and Magistrates.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Criminal and Civil Justice Services	283,669	252,137	25,057	..	6,296
Fair and Safe Work Services	121,636	55,728	9,322	..	56,400
Legal Services	46,351	10,655	29,853	..	5,843
Human Rights Protection Services	37,465	23,515	13,570	..	1,085
Total	489,121	342,035	77,802	..	69,624

Notes:

1. Explanations of variances are provided in the financial statements.

ADMINISTERED ITEMS

DESCRIPTION

Judicial officers

Remuneration to Queensland's judges and magistrates is regulated by the *Judicial Remuneration Act 2007*. The Act ensures that judicial salaries and allowances in Queensland are adjusted regularly against recognised benchmarks and that salary increases for Federal Court judges will automatically flow through to Queensland's judiciary.

Appeal Costs Fund Payments

The *Appeal Costs Fund Act 1973* allows for the reimbursement of certain costs associated with trials that were discontinued or successfully appealed against on a question of law or ordered to be paid by a presiding judicial officer in relation to an appeal on a question of law. The purpose of the Act is to ensure that participants in the legal system are not financially inconvenienced by the illness of a judge or magistrate, the inability of a jury to reach a conclusion or judicial errors of law.

A board comprised of members of the legal profession and representatives of the department decides reimbursement. The department is responsible for the administrative functions of the Appeal Costs Board, including legal advice on current applications and policy issues.

Financial Assistance to Victims of Crime

Victim Assist Queensland commenced on 1 December 2009 to administer the *Victims of Crime Assistance Act 2009* (VOCAA). The new scheme provides financial assistance for treatment and support to help victims recover as quickly as possible from the physical and psychological effects of the crime. Victim Assist Queensland is a central point to access financial assistance, victim support services and victims' complaint resolution.

Criminal Injuries Compensation

Victims of an indictable offence who incurred physical or mental injury were able to seek compensation from the offender under the *Criminal Code Act 1899* for injuries before 18 December 1995 or the *Criminal Offence Victims Act 1995* (COVA) for injuries incurred on or after 18 December 1995. If the offender was not known or could not be located or if the offender was financially unable to pay the compensation, the victim may apply for an ex-gratia payment of compensation. This legislation was repealed on 1 December 2009. However, outstanding matters not finalised under COVA/Code continue to be dealt with by a small team located in Victim Assist Queensland under the COVA/Code provisions. It is expected that matters under COVA/Code will continue for at least another 12 months.

Families of Victims of Homicide

COVA provided assistance for the burial or cremation of a person who is a victim of a homicide; payment of certain expenses to family members; and payment of compensation to dependants of the victim. Applications under COVA which were not finalised as of 1 December 2009 will continue to be dealt with under the old Act by a team located within the new scheme. It is expected that these matters will be finalised within the next six months.

Funding for Independent Agencies

The department receives and provides government funding for a number of statutory authorities within the portfolio. These include:

- Anti-Discrimination Commission Queensland
- Crime and Misconduct Commission
- Legal Aid Queensland
- Office of the Information Commissioner.

Financial statements and variance explanations in relation to Administered Items appear in the Departmental Financial Statements.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Criminal and Civil Justice				
Supreme Court - Court of Appeal				
- Civil law:				
Clearance rate (finalisations/lodgements) per cent	1,2	100%	92%	100%
- Criminal law:				
Clearance rate (finalisations/lodgements) per cent	2	112%	117%	112%
Backlog indicator (greater than 24 months)				
- Civil law	3	0%	0%	0%
- Criminal law	3	0%	0%	0%
Supreme Court – Trial Division				
- Civil law:				
Clearance rate (finalisations/lodgements) per cent	2	100%	95%	100%
- Criminal law:				
Clearance rate (finalisations/lodgements) per cent	2	101%	99%	101%
Backlog indicator (greater than 24 months)				
- Civil law	3	5%	5%	5%
- Criminal law	3	5%	5%	5%
District Courts				
- Civil law:				
Clearance rate (finalisations/lodgements) per cent	2,4	102%	87%	100%
- Criminal law:				
Clearance rate (finalisations/lodgements) per cent	2,5	105%	95%	100%
Backlog indicator (greater than 24 months)				
- Civil law	3	5%	5%	5%
- Criminal law	3	5%	7%	5%
District Court – Appeals				
Percentage of active cases more than 24 months old from lodgement date to the end of the reporting period:				
- Civil law	6	0%	1%	0%
- Criminal law	6	0%	1%	0%

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Magistrates Courts				
- Civil law: Clearance rate (finalisations/lodgements) per cent	2,7	103%	114%	100%
- Criminal law: Clearance rate (finalisations/lodgements) per cent	2	102%	99%	100%
Backlog indicator (greater than 12 months)				
- Civil law	3	6%	6%	6%
- Criminal law	3	12%	12%	12%
Coroners Court				
Clearance rate (finalisations/lodgements) per cent	2	97%	95%	97%
Backlog indicator (greater than 24 months)	3	5%	8%	5%
Land Court and Tribunals				
Clearance rate (finalisations/lodgements) per cent	2,8	85%	172%	95%
Backlog indicator (greater than 12 months)	3,9	50%	50%	5%
Body Corporate and Community Management				
Clearance rate (finalisations/lodgements) per cent		New measure	New measure	95%
Courts Innovation Program				
Diversionary court programs' completion rate	10	New measure	New measure	82%
Prosecution Services				
Percentage of indictments presented within 6 months		100%	100%	100%
State Penalties Enforcement Registry				
Clearance rate (finalisations/lodgements) per cent	2	71%	71%	71%
Percentage of the debt pool under compliance		New measure	New measure	60%
Justices of the Peace Services				
Number of sites under the "JP's in the Community" program.	11	130	142	152
Total number of hours volunteered under the "JPs in the Community" program	11	51,000	57,000	60,000
Number of JP volunteers involved in the "JPs in the Community" sites	11	New measure	New measure	2,700

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Dispute Resolution Services				
- Civil mediation				
Percentage of matters finalised within target timeframes		New measure	New measure	80%
Agreement rate		New measure	New measure	80%
- Criminal mediation				
Percentage of matters finalised within target timeframes		New measure	New measure	70%
Agreement rate		New measure	New measure	95%
Queensland Civil and Administrative Tribunal				
Percentage of applications finalised within target timeframes		New measure	New measure	70%
Clearance rate		New measure	New measure	60%
State contribution (\$000)		271,829	273,897	252,137
Other revenue (\$000)		8,440	10,417	31,353
Total cost (\$000)		280,269	285,152	283,669

Service: Fair and Safe Work

Private Sector Industrial Relations Services

Cost of compliance and information services per private sector worker covered by the Queensland industrial relations system	12	Amended measure	Amended measure	Benchmark to be established
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Administration of the Industrial Court and Commission System

Percentage of matters completed within three months		75%	75%	75%
Level of client satisfaction with Registry Services		85%	85%	85%
Percentage of matters resolved at conference	13	75%	70%	70%
Percentage of matters lodged that are processed and available to members within one working day		90%	90%	90%
Percentage of decisions released to the parties within one working day		95%	95%	95%
Percentage of decisions that are published and available to the community within 13 working days		95%	95%	95%
Cost of QIRC and Registry Services per worker covered by the Queensland Industrial Relations legislation		\$8.00	\$8.50	\$8.50

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Public Sector Industrial and Employee Relations Services				
Client / stakeholder satisfaction with the services and advice provided on public sector IR		85-90%	90%	85-90%
Cost of Public Sector Industrial and Employee Relations and Workplace Consulting Queensland Service per Queensland public sector worker	14	\$14.00	\$15.00	\$15.00
Workplace Health and Safety Services (including Worker's Compensation Policy)				
Percentage of compliance within a target industry (or specific workplace health and safety hazard)	15	10%	50-70%	50-70%
Percentage of successful prosecutions	16	85%	85%	85%
Client satisfaction by workplaces with the inspectorate's effectiveness and professionalism		75-80%	89.3%	75-80%
Percentage of gazetted Major Hazard Facilities with at least one site assessment completed per year.		90%	90%	90%
Prosecutions completed within statutory requirements (12 months)	17	New measure	New measure	100%
Investigations finalised within six months	18	70-80%	63%	60-70%
Percentage of National Standards and Codes implemented within agreed timelines		100%	100%	100%
Cost of WHSQ services per worker covered by the workers' compensation scheme		\$22.21	\$25.62	\$25.62
Electrical Safety Services				
Percentage of annual evidence-based program of audits for compliance completed.		100%	100%	100%
The number of reported serious electrical incidents involving powerlines, installations and electrical equipment per million population based on 5 year rolling average.		New measure	New measure	40
Client satisfaction with	19	85%	85%	85%
- Inspectorate contact		80%	98%	90%
- Electrical safety seminar programs for industry and the community.				
Successful prosecutions completed within statutory requirements (12 months)		100%	100%	100%
Cost of electrical safety services per person in Queensland	20	\$3.52	\$3.48	\$3.36

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Queensland electrical fatality rate below the national five year moving average per million population	21	New measure	New measure	1.1
State contribution (\$000)		59,321	56,879	55,728
Other revenue (\$000)		58,097	61,362	65,722
Total cost (\$000)		117,074	117,897	121,636

Service: Legal

Crown Law

Productivity for chargeable hours		95%	100%	100%
Timeliness of legal work provided to clients (feedback rating from 1 to 7)	22	5	6	5

Strategic Policy

Percentage of priority policy and legislation projects which are completed within agreed timeframes	23	85%	100%	85%
State contribution (\$000)		10,730	10,420	10,655
Other revenue (\$000)		31,992	34,753	35,696
Total cost (\$000)		42,722	45,109	46,351

Service: Human Rights Protection

Births, Deaths and Marriages

Percentage of life events registered within accepted timeframe		New measure	New measure	90%
Percentage of life event certificates issued within accepted timeframe		New measure	New measure	90%

Victim Assist Queensland

Percentage of victims of crime assisted through a grant of financial assistance within target timeframes.	24	New measure	New measure	80%
Number of clients assisted through Victims LinkUp	24	New measure	New measure	12,960
Percentage of clients satisfied with financial assistance service	24	New measure	New measure	70%
Percentage of clients satisfied with Victims LinkUp service	24	New measure	New measure	70%

Office of the Adult Guardian

Percentage of decisions made by guardians affirmed following internal review	25	90%	100%	90%
Percentage of investigation matters referred to Adult Guardian completed within 6 months		75%	75%	75%

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of quality assurance audits of the delivery of guardianship services that meet targets.	26	New measure	New measure	80%
State contribution (\$000)		14,937	17,832	23,515
Other revenue (\$000)		15,534	13,648	14,655
Total cost (\$000)		27,312	30,594	37,465

Notes:

1. Result driven by fewer finalisations and based on small numbers.
2. This measure has been amended to include the wording 'per cent'.
3. This indicator has been amended to compare the age (in elapsed time) of the court's pending caseload against agreed time standards.
4. Increased lodgements and less finalisations resulted in a reduced clearance rate.
5. The reduction in finalisations has resulted in a lower clearance rate than expected, despite lodgements also being less than forecast.
6. Numbers are very small and minor increases or decreases from year to year cause significant variances.
7. Due to the introduction of Queensland Civil and Administrative Tribunal (QCAT), the number of lodgements in the Magistrates Court has significantly decreased, while the finalisations have remained constant. As the calculation of clearance rates is the number of finalisations divided by the number of lodgements, a high clearance rate has been recorded. The clearance rate is expected to remain high while the backlog of matters that are no longer dealt with by the Magistrates Court progress through the courts. When the Moynihan reforms are introduced, this will increase the lodgements in the Magistrates Court and the clearance rate will decrease.
8. A lack of land valuations by the Department of Environment and Resource Management due to the Government's financial relief package during 2008-09 has resulted in a significant reduction of lodgements to Land Court.
9. The variation between 2009-10 Target and the 2010-11 Estimate reflects the amendment to the measure from a completion rate to a backlog indicator. This amendment aligns the Land Court and Tribunals with all other jurisdictions reporting on similar measures.
10. This measure captures the number of participants who either 'complete' or 'graduate from' a diversionary program divided by the number of participants who have been 'accepted into' or 'commenced' a diversionary program.
11. The program directly contributes to the *Toward Q2: Tomorrow's Queensland* target of 'Fair – Increase by 50% the proportion of Queenslanders involved in their communities as volunteers', and aims to have 170 sites with over 5,000 volunteers by 2020.
12. This measure has been amended to focus on measurement of performance on the service delivery of compliance and information services. The target will need to be benchmarked in 2010-11 because of the jurisdictional shift of the private sector to the federal jurisdiction and the reduced State based funding.
13. The 2009-10 Estimated actual is below the 2009-10 Target because conference matters are now mainly harder matters to resolve.
14. From 2009-10 the calculation to determine cost of Public Sector Industrial and Employee Relations service includes Workplace Consulting Queensland expenses.
15. This measure is an indicator of the extent of positive safety culture. As such, it is an aspirational target. Targeted industries tend to be the poor performing and high risk sectors. This measure amends the existing measure which attempts to measure 'improved' compliance. The measure now measures the level of compliance per se.
16. This measure is an indicator of effective performance over time. The prosecution rate demonstrates to the community that breaches of the *Workplace Health & Safety Act 1995* are taken seriously by the department. Note that the national model legislation is due to be implemented 1 January 2012. This may impact upon the prosecution success rate in the first year of application in Queensland.
17. This measure is an indicator of effective performance over time. The prosecution rate demonstrates to the community that breaches of the *Workplace Health & Safety Act 1995* are taken seriously by the department.
18. Since the measure was initially established, an increasing number of incidents have become more complex and subject to comprehensive investigation. The Target of 70-80% is not realistic and is reduced to 60-70%.
19. This measure is an indicator of the effectiveness of electrical safety service to the community and industry.
20. The total Queensland population is used as a base figure (as opposed to limiting it to its workers) due to the department's electrical safety role covering the community and workplaces.
21. This represents a standard of efficiency as it is a benched comparison of similar measurement in other jurisdictions.
22. Feedback provided on the timeliness of legal work is rated from 1 being poor to 7 being excellent.
23. Targets for policy and legislation projects are based on prior year timeframes and results. The 2009-10 Estimated actual results are reflective of changes in project focus and timeframes and the availability of additional resources.
24. As Victim Assistance Queensland is a new service the department is unable to provide comparable measures against past activity.
25. Only one internal review was lodged in the 2009-10 financial year. This internal review has been finalised.
26. These audits will measure compliance with best practices developed to provide decisions in the most timely manner (efficiency) and to ensure that substitute decision making achieves our desired objectives (effectiveness) (protection of adults with impaired capacity from abuse, neglect or exploitation). For example, provision of meaningful and accurate reasons for decisions.

INCOME STATEMENT

Department of Justice and Attorney-General	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,7,14	356,927	359,663	342,035
User charges	2,8,15	44,334	52,728	77,802
Grants and other contributions		64,035	64,587	67,754
Other revenue	3,9	5,584	2,230	1,870
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		470,880	479,208	489,461
Expenses				
Employee expenses	4,10,16	273,688	293,615	310,370
Supplies and services	5,11,17	145,239	135,050	128,036
Grants and subsidies	12,18	8,063	9,543	11,417
Depreciation and amortisation		36,224	35,382	35,255
Finance/borrowing costs		3,193	3,193	2,039
Other expenses		970	1,969	2,004
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		467,377	478,752	489,121
OPERATING SURPLUS/(DEFICIT)	6,13	3,503	456	340

STATEMENT OF CHANGES IN EQUITY

Department of Justice and Attorney-General	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	19,23	32,471	(31,375)	17,935
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		32,471	(31,375)	17,935
Surplus/(deficit) for the period		3,503	456	340
Total recognised income and expense for the period		35,974	(30,919)	18,275
Equity injection/(withdrawal)	20,22,24	179,407	126,191	297,782
Equity adjustments (MoG transfers)	21	..	(1,435)	..
Total movement in equity for period		215,381	93,837	316,057

BALANCE SHEET

Department of Justice and Attorney-General	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		21,807	23,129	21,271
Receivables		22,128	21,125	21,125
Other financial assets	
Inventories		84	158	158
Other	25,32	877	3,995	3,816
Non-financial assets held for sale	
Total current assets		44,896	48,407	46,370
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	26,33,40	1,031,873	910,675	1,210,793
Intangibles	27,34	48,590	35,882	35,407
Other	
Total non-current assets		1,080,463	946,557	1,246,200
TOTAL ASSETS		1,125,359	994,964	1,292,570
CURRENT LIABILITIES				
Payables	28,35	22,448	30,080	30,101
Accrued employee benefits	29,36	12,985	7,542	7,550
Interest-bearing liabilities and derivatives		18,661	18,616	19,847
Provisions	
Other		665	435	435
Total current liabilities		54,759	56,673	57,933
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	37,41	19,690	19,690	..
Provisions	
Other		38	41	20
Total non-current liabilities		19,728	19,731	20
TOTAL LIABILITIES		74,487	76,404	57,953
NET ASSETS/(LIABILITIES)		1,050,872	918,560	1,234,617
EQUITY				
Capital/contributed equity	30,38,42	402,511	354,203	651,985
Retained surplus/(accumulated deficit)		265,195	265,783	266,123
Reserves:				
- Asset revaluation reserve	31,39,43	383,166	298,574	316,509
- Other (specify)	
TOTAL EQUITY		1,050,872	918,560	1,234,617

CASH FLOW STATEMENT

Department of Justice and Attorney-General	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	44,51,58	356,927	361,033	342,035
User charges	45,52,59	48,325	62,280	83,454
Grants and other contributions		59,838	60,390	63,557
Other	46,60	15,285	20,910	13,264
Outflows:				
Employee costs	47,53,61	(273,688)	(290,740)	(310,362)
Supplies and services	48,54,62	(150,743)	(171,929)	(135,033)
Grants and subsidies	55,63	(8,063)	(9,543)	(11,417)
Borrowing costs		(3,193)	(3,193)	(2,039)
Other		(4,961)	(7,653)	(7,677)
Net cash provided by/(used in) operating activities		39,727	21,555	35,782
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	49,56,64	(200,784)	(149,015)	(316,963)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(200,784)	(149,015)	(316,963)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	50,57,65	203,974	150,981	318,650
Outflows:				
Borrowing redemptions		(17,305)	(17,305)	(18,459)
Finance lease payments	
Equity withdrawals		(24,567)	(24,790)	(20,868)
Net cash provided by/(used in) financing activities		162,102	108,886	279,323
Net increase/(decrease) in cash held		1,045	(18,574)	(1,858)
Cash at the beginning of financial year		20,762	41,703	23,129
Cash transfers from restructure	
Cash at the end of financial year		21,807	23,129	21,271

ADMINISTERED INCOME STATEMENT

Department of Justice and Attorney-General	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	
Taxes, fees and fines	66,68,74	259,542	269,479	250,990
Royalties, property income and other territorial Revenue	
Interest	
Administered revenue	69,75	194,774	198,349	221,687
Other	70,76	1,396	1,247	758
Total revenues		455,712	469,075	473,435
Expenses				
Supplies and services		3,876	4,270	4,355
Depreciation and amortisation	
Grants and subsidies	71,77	114,918	116,735	138,470
Benefit payments	72,78	22,854	22,854	24,490
Borrowing costs	
Other		70,446	71,810	72,139
Total expenses		212,094	215,669	239,454
Net surplus or deficit before transfers to Government		243,618	253,406	233,981
Transfers of administered revenue to Government	67,73,79	243,618	253,406	233,981
OPERATING SURPLUS/(DEFICIT)	

ADMINISTERED BALANCE SHEET

Department of Justice and Attorney-General	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		18,649	16,293	16,893
Receivables	80,83,86	253,971	276,164	292,856
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		272,620	292,457	309,749
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets	
TOTAL ADMINISTERED ASSETS		272,620	292,457	309,749
CURRENT LIABILITIES				
Payables		7,696	6,782	6,782
Transfers to Government payable	81,84,87	245,726	267,500	284,792
Interest-bearing liabilities	
Other		7,455	9,672	9,672
Total current liabilities		260,877	283,954	301,246
NON-CURRENT LIABILITIES				
Payables		5,177	5,336	5,336
Interest-bearing liabilities	
Other	82,85	5,522	2,199	2,199
Total non-current liabilities		10,699	7,535	7,535
TOTAL ADMINISTERED LIABILITIES		271,576	291,489	308,781
ADMINISTERED NET ASSETS/(LIABILITIES)		1,044	968	968
EQUITY				
Capital/Contributed equity		4,935	4,859	4,859
Retained surplus/(Accumulated deficit)		(3,891)	(3,891)	(3,891)
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL ADMINISTERED EQUITY		1,044	968	968

ADMINISTERED CASH FLOW STATEMENT

Department of Justice and Attorney-General	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	90,94	194,774	200,411	221,687
Grants and other contributions	
Taxes, fees and fines	88,91,95	219,337	229,274	210,785
Royalties, property income and other territorial revenues	
Other		8,876	8,727	7,809
Outflows:				
Transfers to Government	89,92,96	(226,326)	(236,114)	(216,689)
Grants and subsidies	93,97	(137,772)	(139,589)	(162,960)
Supplies and services		(4,177)	(4,571)	(4,656)
Borrowing costs	
Other		(54,112)	(55,476)	(55,376)
Net cash provided by/(used in) operating activities		600	2,662	600
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		600	2,662	600
Administered cash at beginning of financial year		18,049	13,631	16,293
Cash transfers from restructure	
Administered cash at end of financial year		18,649	16,293	16,893

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The increase is primarily due to additional funding for growth in the Office of the Adult Guardian (OAG), processing costs for the State Penalties Enforcement Registry (SPER), the continuation of the Murri Court and special prosecutions in the Office of the Director of Public Prosecutions (ODPP). The increase is partially offset by the transfer of funding associated with the completed assets for the Integrated Justice Information Strategy (IJIS) and the funding arrangements for the Queensland Civil and Administrative Tribunal (QCAT) from December 2009.
2. The variation is primarily due to Australian Government revenues to assist in providing industrial relations compliance services for the private sector in the national workplace relations system, higher than projected externally generated professional fees in Crown Law and the funding arrangements for QCAT from December 2009. The increase also reflects the realignment of other revenues recognised by the Registry of Births, Deaths and Marriages (BDM) to user charges.
3. The decrease is primarily due to the realignment of other revenues recognised by BDM to user charges.
4. The increase is primarily due to additional funding for growth in OAG, processing costs for SPER, the continuation of the Murri Court, special prosecutions in ODPP and industrial relations compliance services for the private sector in the national workplace relations system. The increase also reflects a realignment of resources to reflect operational requirements of the department and costs associated with higher than projected externally generated professional fees in Crown Law.
5. The decrease is primarily due to the transfer of funding associated with the completed assets for IJIS and the realignment of resources to reflect operational requirements of the department. These decreases are partially offset by costs associated with special prosecutions in ODPP and increases in BDM.
6. The decrease primarily reflects the use of existing cash balances for the Public Safety Network and the reduction in the surplus generated by BDM.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

7. The decrease primarily reflects the introduction of a new revenue retention model for court fees, completion of the QCAT Implementation project, a contribution towards the whole-of-Government Efficiency Savings Initiative and the transfer of funding associated with the completed assets for IJIS. These are partially offset by additional funding for enterprise bargaining, growth in OAG, the Victims of Crime Reform, establishment of the Sentencing Advisory Council, additional QCAT resources and processing costs for SPER.
8. The increase primarily reflects the introduction of a new revenue retention model for court fees, Australian Government revenues to assist in providing industrial relations compliance services for the private sector in the national workplace relations system, higher than projected externally generated professional fees in Crown Law and the funding arrangements for QCAT from December 2009. The increase also reflects the realignment of other revenues recognised by BDM to user charges.
9. The decrease primarily reflects the realignment of other revenues recognised by BDM to user charges.
10. The increase is primarily due to additional funding for enterprise bargaining, growth in OAG, industrial relations compliance services for the private sector in the national workplace relations system, the Victims of Crime Reform, processing costs for SPER, establishment of the Sentencing Advisory Council, the anticipated growth in revenue by Crown Law and the realignment of resources to reflect operational requirements of the department.
11. The decrease is primarily due to the transfer of funding associated with the completed assets for IJIS, a contribution towards the whole-of-Government Efficiency Savings Initiative and the realignment of resources to reflect operational requirements of the department. These decreases are partially offset by industrial relations compliance services for the private sector in the national workplace relations system and the use of existing cash balances by BDM for the digitisation of life event registrations.
12. The increase is primarily due to additional funding for the Victims of Crime Reform and the realignment of resources to reflect operational requirements of the department.
13. The decrease primarily reflects the use of existing cash balances by BDM for the digitisation of life event registrations.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

14. The decrease primarily reflects the introduction of a new revenue retention model for court fees, completion of the QCAT Implementation project, a contribution towards the whole-of-Government Efficiency Savings Initiative and the transfer of funding associated with the completed assets for IJIS. These are partially offset by additional funding for enterprise bargaining, growth in OAG, the Victims of Crime Reform, establishment of the Sentencing Advisory Council, additional QCAT resources and processing costs for SPER.
15. The increase primarily reflects the introduction of a new revenue retention model for court fees and Australian Government revenues to assist in providing industrial relations compliance services for the private sector in the national workplace relations system. The variation also reflects anticipated growth in revenues by Crown Law, BDM and the funding arrangements for QCAT.
16. The increase is primarily due to additional funding for enterprise bargaining, growth in OAG, the Victims of Crime Reform, industrial relations compliance services for the private sector in the national workplace relations system, processing costs for SPER, establishment of the Sentencing Advisory Council, additional QCAT resources and the anticipated growth in revenue by Crown Law and BDM.
17. The decrease is primarily due to the transfer of funding associated with the completed assets for IJIS, a contribution towards the whole-of-Government Efficiency Savings Initiative and the completion of the QCAT Implementation project.
18. The increase is primarily due to additional funding for the Victims of Crime Reform.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

19. The movement in the asset revaluation reserve is primarily due to the projected reduction of land and building values resulting from the indexation applied to land and building assets in 2009-10.
20. The decrease is primarily due to the realignment of funding from 2009-10 to 2010-11 and outyears reflecting revised funding profiles of a number of capital projects including the Supreme and District Courts.
21. The amount primarily reflects the one-off nature of the transfer of the completed assets for IJIS.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

22. The increase is primarily due to the funding schedule for the construction of the Supreme and District Courts and the realignment of funding from 2009-10 to 2010-11 reflecting revised funding profiles of a number of capital projects.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

23. The movement in the asset revaluation reserve is primarily due to the projected increase in land and building values resulting from the indexation applied to land and building assets in 2010-11.
24. The increase is primarily due to the funding schedule for the construction of the Supreme and District Courts and the realignment of funding from 2009-10 to 2010-11 reflecting revised funding profiles of a number of capital projects.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

25. The increase primarily reflects prepayments held for operational requirements of the department.
26. The decrease is due to the realignment of funding from 2009-10 to 2010-11 reflecting revised funding profiles of a number of capital projects including the Supreme and District Courts and the movement in the asset revaluation reserve.
27. The decrease primarily reflects a lower than projected opening balance brought forward from the end of 2008-09 and the transfer of intangible assets associated with IJIS.
28. The increase primarily reflects a higher than projected opening balance brought forward from the end of 2008-09.
29. The decrease primarily reflects a lower than projected opening balance brought forward from the end of 2008-09.
30. This decrease is primarily due to the realignment of funding from 2009-10 to 2010-11 reflecting revised funding profiles for a number of capital projects including the Supreme and District Courts.
31. The decrease primarily reflects a lower than projected opening balance brought forward from the end of 2008-09 and the projected decrease in annual revaluation of property, plant and equipment during 2009-10.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

32. The increase primarily reflects prepayments held for operational requirements of the department.
33. The increase is primarily due to additional funding for the Supreme and District Courts and the realignment of funding from 2009-10 to 2010-11 reflecting revised funding profiles for a number of capital projects.
34. The decrease primarily reflects a lower than projected opening balance brought forward from the end of 2008-09 and the transfer of intangible assets associated with IJIS.
35. The increase represents higher than projected trade creditors in the normal course of business.
36. The decrease primarily reflects a lower than projected opening balance brought forward from the end of 2008-09.
37. The decrease is due to the ongoing repayment of the Queensland Treasury Corporation (QTC) borrowings for the construction of the Brisbane Magistrates Court.
38. The increase primarily represents the capital investment program funding for the Supreme and District Courts.
39. The decrease primarily reflects the net movements between years in the revaluation of property, plant and equipment in accordance with current accounting policies.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

40. The increase primarily represents the capital investment program funding for the Supreme and District Courts. It also reflects the annual revaluation of property, plant and equipment in accordance with current accounting policies and the realignment of funding from 2009-10 to 2010-11 reflecting revised funding profiles for a number of capital projects. These increases are partially offset by the annual depreciation charge.
41. The decrease is due to the ongoing repayment of the QTC borrowings for the construction of the Brisbane Magistrates Court.
42. The increase is primarily due to additional funding for the Supreme and District Courts and the realignment of funding from 2009-10 to 2010-11 reflecting revised funding profiles for a number of capital projects.
43. The increase reflects the annual revaluation of property, plant and equipment in accordance with current accounting policies.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

44. The increase is primarily due to additional funding for growth in OAG, processing costs for SPER, the continuation of the Murri Court and special prosecutions in ODPP. The increase is partially offset by the transfer of funding associated with the completed assets for IJIS and the funding arrangements for QCAT from December 2009.
45. The variation is primarily due to Australian Government revenues to assist in providing industrial relations compliance services for the private sector in the national workplace relations system, higher than projected externally generated professional fees in Crown Law and the funding arrangements for QCAT from December 2009. The increase also reflects the movement in receivables between 2008-09 and 2009-10 and the realignment of other revenues recognised by BDM to user charges.
46. The increase primarily reflects the movement in receivables between 2008-09 and 2009-10 and is partially offset by the realignment of other revenues recognised by BDM to user charges.

47. The increase is primarily due to additional funding for growth in OAG, processing costs for SPER, the continuation of the Murri Court, special prosecutions in ODPD and industrial relations compliance services for the private sector in the national workplace relations system. The increase also reflects a realignment of resources to reflect operational requirements of the department and costs associated with higher than projected externally generated professional fees in Crown Law.
48. The increase is primarily due to costs associated with special prosecutions in ODPD, increases in BDM and the movement in payables between 2008-09 and 2009-10. This increase is partially offset by the transfer of funding associated with the completed assets for IJIS and the realignment of resources to reflect operational requirements of the department.
49. The decrease is primarily due to the realignment of funding from 2009-10 to 2010-11 and outyears reflecting revised funding profiles of a number of capital projects including the Supreme and District Courts.
50. The decrease is primarily due to the realignment of funding from 2009-10 to 2010-11 and outyears reflecting revised funding profiles of a number of capital projects including the Supreme and District Courts.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

51. The decrease primarily reflects the introduction of a new revenue retention model for court fees, completion of the QCAT Implementation project, a contribution towards the whole-of-Government Efficiency Savings Initiative and the transfer of funding associated with the completed assets for IJIS. These are partially offset by additional funding for enterprise bargaining, growth in OAG, the Victims of Crime Reform, establishment of the Sentencing Advisory Council, additional QCAT resources and processing costs for SPER.
52. The increase primarily reflects the introduction of a new revenue retention model for court fees, Australian Government revenues to assist in providing industrial relations compliance services for the private sector in the national workplace relations system, higher than projected externally generated professional fees in Crown Law and the funding arrangements for QCAT from December 2009. The increase also reflects the realignment of other revenues recognised by BDM to user charges.
53. The increase is primarily due to additional funding for enterprise bargaining, growth in OAG, industrial relations compliance services for the private sector in the national workplace relations system, the Victims of Crime Reform, processing costs for SPER, establishment of the Sentencing Advisory Council, the anticipated growth in revenue by Crown Law and the realignment of resources to reflect operational requirements of the department.
54. The decrease is primarily due to the transfer of funding associated with the completed assets for IJIS, a contribution towards the whole-of-Government Efficiency Savings Initiative and the realignment of resources to reflect operational requirements of the department. These decreases are partially offset by industrial relations compliance services for the private sector in the national workplace relations system and the use of existing cash balances by BDM for the digitisation of life event registrations.
55. The increase is primarily due to additional funding for the Victims of Crime Reform and the realignment of resources to reflect operational requirements of the department.
56. The increase is primarily due to the funding schedule for the construction of the Supreme and District Courts and the realignment of funding from 2009-10 to 2010-11 reflecting revised funding profiles of a number of capital projects.
57. The increase is primarily due to the funding schedule for the construction of the Supreme and District Courts and the realignment of funding from 2009-10 to 2010-11 reflecting revised funding profiles of a number of capital projects.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

58. The decrease primarily reflects the introduction of a new revenue retention model for court fees, completion of the QCAT Implementation project, a contribution towards the whole-of-Government Efficiency Savings Initiative and the transfer of funding associated with the completed assets for IJIS. These are partially offset by additional funding for enterprise bargaining, growth in OAG, the Victims of Crime Reform, establishment of the Sentencing Advisory Council, additional QCAT resources and processing costs for SPER.
59. The increase primarily reflects the introduction of a new revenue retention model for court fees and Australian Government revenues to assist in providing industrial relations compliance services for the private sector in the national workplace relations system. The variation also reflects anticipated growth in revenues by Crown Law, BDM and the funding arrangements for QCAT.
60. The decrease primarily reflects the movement in receivables between 2008-09 and 2009-10.
61. The increase is primarily due to additional funding for enterprise bargaining, growth in OAG, the Victims of Crime Reform, industrial relations compliance services for the private sector in the national workplace relations system, processing costs for SPER, establishment of the Sentencing Advisory Council, additional QCAT resources and the anticipated growth in revenue by Crown Law and BDM.
62. The decrease is primarily due to the transfer of funding associated with the completed assets for IJIS, a contribution towards the whole-of-Government Efficiency Savings Initiative, the completion of the QCAT Implementation project and the movement in payables between 2008-09 and 2009-10.
63. The increase is primarily due to additional funding for the Victims of Crime Reform.
64. The increase is primarily due to the funding schedule for the construction of the Supreme and District Courts and the realignment of funding from 2009-10 to 2010-11 reflecting revised funding profiles of a number of capital projects.
65. The increase is primarily due to the funding schedule for the construction of the Supreme and District Courts and the realignment of funding from 2009-10 to 2010-11 reflecting revised funding profiles of a number of capital projects.

Administered income statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

66. The variance is primarily due to increased collection of fines by SPER which are partially offset by lower than anticipated construction notification fees.
67. The variance is primarily due to increased collection of fines by SPER which are partially offset by lower than anticipated construction notification fees.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

68. The decrease primarily reflects the introduction of a new revenue retention model for court fees and a reduction in construction notification fees which are partially offset by increased collection of fines by SPER. As a result of the revenue retention model for court fees, revenues which were previously reported as Administered revenues are now reported as departmental user charges.

- 69. The increase primarily reflects funding for associated entities, claim funding for the Victims of Crime Reform and the annual increase to judicial remuneration and allowances.
- 70. The decrease primarily reflects the introduction of a new revenue retention model for court fees.
- 71. The increase primarily reflects the increased funding for associated entities.
- 72. The increase primarily reflects the increased claim funding for the Victims of Crime Reform.
- 73. The decrease primarily reflects the introduction of a new revenue retention model for court fees and a reduction in construction notification fees that is partially offset by increased collection of fines by SPER.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

- 74. The decrease primarily reflects the introduction of a new revenue retention model for court fees. As a result of this change, revenues which were previously reported as Administered revenues are now reported as departmental user charges.
- 75. The increase primarily reflects the increased funding for associated entities and claim funding for the Victims of Crime Reform. The increase also reflects the impact of the machinery-of-Government transfer of the Office of the Information Commissioner to the department with effect from 1 July 2010.
- 76. The decrease primarily reflects the introduction of a new revenue retention model for court fees.
- 77. The increase primarily reflects the increased funding for associated entities.
- 78. The increase primarily reflects the increased claim funding for the Victims of Crime Reform.
- 79. The decrease primarily reflects the introduction of a new revenue retention model for court fees.

Administered balance sheet

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

- 80. The increase primarily reflects higher than projected debts associated with SPER due to increased lodgements and per unit penalty increases.
- 81. The increase primarily reflects a higher than projected opening balance brought forward from the end of 2008-09.
- 82. The variance reflects a lower than projected opening balance brought forward from 2008-09 and an adjustment in the split between current and non-current provision for claims.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

- 83. The increase primarily reflects higher than projected debts associated with SPER due to increased lodgements and per unit penalty increases.
- 84. The increase primarily represents a timing difference between cash collections and transfers to government.
- 85. The variance reflects a lower than projected opening balance brought forward from 2008-09 and an adjustment in the split between current and non-current provision for claims.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

- 86. The increase primarily reflects higher than projected debts associated with SPER due to increased lodgements and per unit penalty increases.
- 87. The increase primarily represents a timing difference between cash collections and transfers to government.

Administered cash flow statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

- 88. The variance is primarily due to increased collection of fines by SPER which are partially offset by lower than anticipated construction notification fees.
- 89. The variance is primarily due to increased collection of fines by SPER which are partially offset by lower than anticipated construction notification fees.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

- 90. The increase primarily reflects funding for associated entities, claim funding for the Victims of Crime Reform and the annual increase to judicial remuneration and allowances.
- 91. The decrease primarily reflects the introduction of a new revenue retention model for court fees and a reduction in construction notification fees which are partially offset by increased collection of fines by SPER. As a result of the revenue retention model for court fees, revenues which were previously reported as Administered revenues are now reported as departmental user charges.
- 92. The decrease primarily reflects the introduction of a new revenue retention model for court fees, a reduction in construction notification fees that is partially offset by increased collection of fines by SPER.
- 93. The increase primarily reflects the increased funding for associated entities.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

- 94. The increase primarily reflects the increased funding for associated entities and claim funding for the Victims of Crime Reform. The increase also reflects the impact of the machinery-of-Government transfer of the Office of the Information Commissioner to the department with effect from 1 July 2010.
- 95. The decrease primarily reflects the introduction of a new revenue retention model for court fees. As a result of this change, revenues which were previously reported as Administered revenues are now reported as departmental user charges.
- 96. The decrease primarily reflects the introduction of a new revenue retention model for court fees.
- 97. The increase primarily reflects the increased funding for associated entities.

Statutory Bodies

Anti-Discrimination Commission Queensland

OVERVIEW

The Anti-Discrimination Commission Queensland (ADCQ) is an independent statutory authority created by the Queensland *Anti-Discrimination Act 1991* (the Act). The Act prohibits discrimination on the basis of a number of attributes across a range of areas of public life. The ADCQ has adopted an integrated approach to ensure alignment of its resources to deliver its core function of promotion of human rights through complaint resolution and determination as well as community education.

The ADCQ contributes to the Queensland Government's *Towards Q2: Tomorrow's Queensland* Fair ambition – *Supporting safe and caring communities*.

REVIEW OF PERFORMANCE

The ADCQ confronted a number of unusual challenges during the 2009-10 financial year. Installation of the new case management system required a significant amount of effort from all staff. Furthermore, staff turnover was very high with a number of experienced staff retiring or resigning and the need to devote significant resources to recruitment and staff development. Despite these challenges the ADCQ performed strongly in the delivery of core services.

Recent achievements

- Implemented a system for the electronic lodgement of complaints.
- Installed a new case management system and trained staff in its use.
- Hosted the National Human Rights Legal/Conciliation/Education Conference 2009 in Queensland.
- Continued the ADCQ awareness program with particular emphasis on raising the awareness of community workers who engage with disadvantaged client groups.

Future developments

- Enhanced engagement with industries experiencing a high level of interaction with communities that are more likely to experience discrimination.
- Renewal of promotional materials and education courses to improve their effectiveness.

SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

Notes	2009-10 Adjusted Budget	2009-10 Est. actual	2010-11 Estimate
	36.1	36.1	36.1

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of complaint enquiry advices provided	1	4,700	4,000	4,500
Number of training sessions provided	2	310	285	310
Number of people trained	2	4,600	3,700	4,000
Number of community consultations and delegations:				
- South East Queensland	3	200	150	200
- rural, regional and remote Queensland		120	120	120
Percentage of accepted complaints resolved by conciliation		55%	60%	55%
Percentage of clients satisfied with complaint handling service measured via client survey		85%	85%	85%
Percentage of clients satisfied with training sessions measured via client survey		90%	95%	90%
Percentage of accepted complaints referred to the Tribunal	4	15%	20%	15%
Percentage of complaints where the time from receipt to assessment notification is:				
- within 28 days	5	55%	65%	55%
- over 28 days		45%	35%	45%
Percentage of complaints where time from acceptance notice to conciliation conference is:				
- within 42 days	6	70%	75%	70%
- over 42 days		30%	25%	30%
Percentage of complaints where time from acceptance notice to complaint being closed is:				
- within three months		60%	67%	60%
- within six months		20%	18%	20%
- within nine months		10%	8%	10%
- within 12 months		5%	3%	5%
- over 12 months		5%	4%	5%
State contribution (\$'000)		4,699	4,699	4,721
Other revenue (\$'000)		230	230	235
Total cost (\$'000)		4,929	4,929	4,956

Notes:

1. The number of complaint enquiries received is largely outside the control of the ADCQ. Although enquiry numbers have dropped it is too early to say whether this will continue into the future.
2. Training activity is largely responsive to community demand which has been slightly lower than expected. Proactive marketing of training courses and a focus on community engagement in the first half of 2010-11 is expected to return demand to more normal levels.
3. Decrease in community visits is due to staff turnover which resulted in the need to focus on training and development of new staff in core conciliation processes.
4. The increase relates to the transfer of the Tribunal to QCAT. As part of this process, ADCQ prioritised the processing of referral reports.
5. The percentage of complaints "within 14 days" has been replaced with "within 28 days" which is the legislated timeframe. The performance statement has been recast to amalgamate these two categories.
6. The percentage of complaints "within 28 days" has been replaced with "within 42 days" which is the legislated timeframe. The performance statement has been recast to amalgamate these two categories.

INCOME STATEMENT

Anti-Discrimination Commission Queensland	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges		161	161	166
Grants and other contributions		4,699	4,699	4,721
Other revenue		69	69	69
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		4,929	4,929	4,956
Expenses				
Employee expenses		3,276	3,276	3,346
Supplies and services		1,454	1,454	1,397
Grants and subsidies	
Depreciation and amortisation		181	181	195
Finance/borrowing costs	
Other expenses		18	18	18
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		4,929	4,929	4,956
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Anti-Discrimination Commission Queensland	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)		(8)	(8)	..
Total movement in equity for period		(8)	(8)	..

BALANCE SHEET

Anti-Discrimination Commission Queensland	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		934	870	945
Receivables		79	154	154
Other financial assets	
Inventories		66	57	57
Other		20	23	23
Non-financial assets held for sale	
Total current assets		1,099	1,104	1,179
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		1,500	1,436	1,302
Intangibles		235	296	265
Other	
Total non-current assets		1,735	1,732	1,567
TOTAL ASSETS		2,834	2,836	2,746
CURRENT LIABILITIES				
Payables		63	187	187
Accrued employee benefits		239	246	246
Interest-bearing liabilities and derivatives	
Provisions	
Other		99	106	106
Total current liabilities		401	539	539
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		68	64	64
Interest-bearing liabilities and derivatives	
Provisions	
Other		695	699	609
Total non-current liabilities		763	763	673
TOTAL LIABILITIES		1,164	1,302	1,212
NET ASSETS/(LIABILITIES)		1,670	1,534	1,534
EQUITY				
Capital/contributed equity		408	408	408
Retained surplus/(accumulated deficit)		1,262	1,126	1,126
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		1,670	1,534	1,534

CASH FLOW STATEMENT

Anti-Discrimination Commission Queensland	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		161	161	166
Grants and other contributions		4,699	4,699	4,721
Other		69	69	69
Outflows:				
Employee costs		(3,276)	(3,276)	(3,346)
Supplies and services		(1,454)	(1,454)	(1,397)
Grants and subsidies	
Borrowing costs	
Liabilities – increase/(decrease)		(90)	(90)	(90)
Other		(18)	(18)	(18)
Net cash provided by/(used in) operating activities		91	91	105
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	1,2	(30)	(426)	(30)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(30)	(426)	(30)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		61	(335)	75
Cash at the beginning of financial year		873	1,205	870
Cash transfers from restructure	
Cash at the end of financial year		934	870	945

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

The financial statements reflect adjustments for Machinery-of-Government changes which took effect during 2009-10. The 2009-10 Adjusted Budget column in the financial statements has been recast for the transfer, effective from 1 December 2009, of functions to the Queensland Civil and Administrative Tribunal. The 2009-10 Estimated actual and the 2010-11 Estimate columns have also been adjusted for these changes.

Cash flow statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

1. Increase is mainly due to the use of funds to finalise the implementation of the Case Management System and fitout costs associated with the move to new premises.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

2. Decrease is mainly due to completion of the implementation of the Case Management System.

Crime and Misconduct Commission

OVERVIEW

Established under the *Crime and Misconduct Act 2001*, the Crime and Misconduct Commission (CMC) is an independent specialist agency that strives to protect Queenslanders from major crime and enhance public sector integrity.

The CMC's three main areas of activity of combating major crime, reducing misconduct and improving public sector integrity, and protecting witnesses are supported by the CMC's research and prevention, intelligence and operational support functions. By engaging in these activities the CMC contributes to the Queensland Government's *Toward Q2: Tomorrow's Queensland* ambition of Fair - *Supporting safe and caring communities*.

Factors impacting on the CMC include the continued development of its telephone interception capability as an investigative tool and maintaining a skilled and committed workforce.

REVIEW OF PERFORMANCE

Recent achievements

During 2009-10 the CMC:

- conducted 35 tactical crime operations against an annual target of 20
- obtained 72 criminal proceeds restraining orders for assets to the value of \$14.7 million and settled 33 matters to the value of \$4.4 million
- held 156 days of hearings for crime and misconduct investigations across Queensland
- implemented provisional telephone intercept capacity using an external supplier and negotiated the supply of future services
- undertook complex misconduct investigations which, among other things, led to the prosecution of a former Queensland Government Minister and the production of several public reports, including *Separation risks: undue influence, conflicts of interest and information security when employees move on* and *Dangerous Liaisons*
- furthered the capacity of agencies to manage complaints using four 'early adopter' agencies and selected police regions for trials
- hosted the biennial Australian Public Sector Anti-Corruption Conference in Brisbane
- completed a series of major strategic intelligence assessments of organised crime markets on property crime, money laundering, fraud and illicit drug markets in Queensland
- published research, public policy and capacity-building reports, including those on policing in Indigenous communities, the effectiveness of police powers in reducing excessive off-road motorbike noise, and whistleblowing
- maintained a 100% success rate in protecting witnesses
- endorsed a range of workforce planning strategies and initiatives including succession planning, leadership development and work-life balance programs.

Future developments

During 2010-11 the following significant developments are planned:

- evaluate and enhance the effectiveness of CMC's proceeds of crime capacity
- implement the CMC's permanent enhanced telephone intercept capabilities
- progress the implementation of devolved accountability systems in the public sector

- address significant misconduct matters, particularly in the police service and local government.

SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Crime fighting and prevention services		51.4	44.6	48
Public sector integrity services		88.6	81.2	83
Witness protection services		54.8	53	53
Other (Research and Prevention, Intelligence and Corporate Support)	2	124.2	131.7	144
Total		319	310.5	328

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Additional officers are to be employed to perform the CMC's telecommunications interception function.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Crime fighting and prevention services				
Tactical operations undertaken	1	20	40	25
Research, prevention and intelligence projects undertaken		15	13	15
Number of Criminal Proceeds Restraining Orders obtained	2	60	90	60
Number of civil confiscation matters finalised	3	20	40	30
% of tactical operations resulting in charges, restraints or seizures		95	100	95
Net value of criminal proceeds restrained (\$'000)	4	15,000	18,000	15,000
Net value of assets forfeited (\$'000)	3	4,000	5,000	5,000
State contribution (\$000)		14,175	14,373	15,764
Other revenue (\$000)		41	264	189
Total cost (\$000)		14,216	14,143	15,953
Service: Public Sector Integrity Services				
Percentage of significant agency-managed complaints matters reviewed	5	New measure	New measure	15
Research, intelligence, capacity building, prevention and monitoring projects undertaken	6	26	34	26
Number of serious matters retained for CMC investigation	7	New measure	New measure	50
Percentage of recommendations to agencies not accepted	8	New measure	New measure	10
Percentage of reviewed matters finalised within 4 weeks	9	New measure	New measure	85
Percentage of investigated matters finalised within 12 months		80	80	80
State contribution (\$000)		23,873	24,208	26,553
Other revenue (\$000)		69	445	318
Total cost (\$000)		23,942	23,821	26,871

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Witness protection services				
Number of persons admitted to witness protection program	10	78	50	70
Applications for witness protection assessed (persons)	11	100	120	100
Percentage of protected persons whose safety is not compromised		100	100	100
Percentage of eligible persons offered interim witness protection within two days		95	95	95
State contribution (\$000)		5,099	5,171	5,672
Other revenue (\$000)		15	96	68
Total cost (\$000)		5,114	5,089	5,740

Notes:

1. The increased 2010-11 Target/est. reflects the continuing higher number of referrals from the Crime Reference Committee and internally approved operations.
2. The increase arises from the greater number of referrals from law enforcement agencies. In 2010-11 resources within the Proceeds of Crime function will be concentrating on settlements, bringing matters to an earlier conclusion. See note 3. Therefore the Target/est. for 2010-11 will be unchanged.
3. The 2010-11 Target/est. has been adjusted to reflect the increased focus on bringing matters to an earlier conclusion and the subsequent likelihood of greater revenue.
4. The higher than anticipated net value resulted from the increased number of referrals. In 2010-11 resources within the Proceeds of Crime function will be concentrating on settlements, bringing matters to an earlier conclusion. See note 3. Therefore the Target/est. for 2010-11 will be unchanged.
5. This new service standard reflects the CMC's increasingly significant role in the monitoring of complaints managed by agencies.
6. The increase in the Estimated actual for 2009-10 was due to a carry over of projects from 2008-09. This carryover will not be repeated in 2010-11.
7. This new service standard for 2010-11 is a measure of the application of the public interest principle required by Section 34(d) of the *Crime and Misconduct Act 2001*.
8. This new service standard has been introduced to assist the CMC in its complaints-monitoring role by determining agencies' preparedness to adopt CMC research, prevention and/or investigative-related recommendations.
9. As part of its devolved accountability responsibilities, the CMC will measure its timeliness in finalising the agency complaints matters it reviews.
10. Applications for witness protection are voluntary and admission is dependant on requests made by law enforcement agencies, principally the Queensland Police Service, and the suitability of the applicant to the program. The 2010-11 Target/est. has been adjusted to reflect trend data.
11. The number of applications received is entirely dependant upon requests made by law enforcement agencies. In July 2010, 22 applications and 40 applicants were received, random increases such as these are not uncommon.

INCOME STATEMENT

Crime and Misconduct Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	
Grants and other contributions	1,7,11	43,147	43,752	47,989
Other revenue	2,8,12	105	785	550
Gains on sale/revaluation of property, plant and equipment and investments		20	20	25
Total income		43,272	44,557	48,564
Expenses				
Employee expenses	3,9,13	31,639	31,034	34,484
Supplies and services	4,10,14	9,654	10,098	12,117
Grants and subsidies	
Depreciation and amortisation	5	1,876	1,804	1,885
Finance/borrowing costs	
Other expenses		85	103	65
Losses on sale/revaluation of property, plant and equipment and investments		18	14	13
Total expenses		43,272	43,053	48,564
OPERATING SURPLUS/(DEFICIT)	6	..	1,504	..

STATEMENT OF CHANGES IN EQUITY

Crime and Misconduct Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	6	..	1,504	..
Total recognised income and expense for the period		..	1,504	..
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		..	1,504	..

BALANCE SHEET

Crime and Misconduct Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	15,20,23	6,206	6,855	6,676
Receivables		600	385	391
Other financial assets	
Inventories	
Other		360	673	643
Non-financial assets held for sale	
Total current assets		7,166	7,913	7,710
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		14,282	15,208	14,851
Intangibles	
Other	
Total non-current assets		14,282	15,208	14,851
TOTAL ASSETS		21,448	23,121	22,561
CURRENT LIABILITIES				
Payables	16,24	974	1,350	1,050
Accrued employee benefits	17,21	1,866	2,163	2,203
Interest-bearing liabilities and derivatives	
Provisions	
Other		297	300	300
Total current liabilities		3,137	3,813	3,553
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		345	362	362
Interest-bearing liabilities and derivatives	
Provisions	
Other	18,22,25	3,327	2,997	2,697
Total non-current liabilities		3,672	3,359	3,059
TOTAL LIABILITIES		6,809	7,172	6,612
NET ASSETS/(LIABILITIES)		14,639	15,949	15,949
EQUITY				
Capital/contributed equity		13,943	13,943	13,943
Retained surplus/(accumulated deficit)	19	696	2,006	2,006
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		14,639	15,949	15,949

CASH FLOW STATEMENT

Crime and Misconduct Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		28
Grants and other contributions	26,29,33	43,147	43,752	47,989
Other	27,30	1,610	2,290	2,074
Outflows:				
Employee costs	28,31,34	(31,639)	(30,516)	(34,444)
Supplies and services	32,35	(11,123)	(11,274)	(13,912)
Grants and subsidies		74	74	..
Borrowing costs	
Other		(361)	(404)	(365)
Net cash provided by/(used in) operating activities		1,736	3,922	1,342
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		297	104	107
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	36	(1,921)	(1,921)	(1,628)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,624)	(1,817)	(1,521)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		112	2,105	(179)
Cash at the beginning of financial year		6,094	4,750	6,855
Cash transfers from restructure	
Cash at the end of financial year		6,206	6,855	6,676

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Additional funding allocation for telecommunication interception (TI) capabilities.
2. Increase in other revenue due to higher than anticipated interest rates, and prior year recoveries from the 2009 Australian Public Sector Anti-Corruption Conference (APSACC) hosted by the CMC.
3. Decrease mainly due to timing differences associated with the rollout of the Devolution project.
4. Expenditure increase mainly due to one-off setup costs for TI facilities.
5. Reduced depreciation is due to delays in the TRIM software implementation project.
6. The increase in operating surplus mainly is due to the combined effect of the increase in interest revenue, expenditure recoveries, reduced depreciation and timing differences associated with the rollout of the Devolution project.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

7. Increased funding due to the four yearly cyclical computer replacement program, police and civilian award increases and additional funding allocation for TI capabilities.
8. Increase is due to anticipated rising interest rates.
9. Police and civilian award increases and additional staff costs to bring the telecommunication interception function to full capacity.
10. The four yearly cyclical computer replacement program. It also reflects additional expenses from operational activity, including telecommunication interception and higher costs associated with new premises maintenance contracts.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

11. The four yearly cyclical computer replacement program, police and civilian award increases and TI capabilities.
12. Decrease is mainly due to once-off APSACC recoveries in 2009-10.
13. Police and civilian award increases and additional staff costs to bring the telecommunication interception function to full capacity.
14. The four yearly cyclical computer replacement program. It also reflects additional expenses from increased operational activity, including telecommunication interception and higher costs associated with leasehold maintenance.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

15. The increase in cash holdings is mainly due to timing differences in payments and the build-up of cash reserves as a result of recoveries from APSACC and reduced outgoings paid on leased premises, and an increase in interest income.
16. The timing of payments for supplies and services, which is offset a one-off payment for set-up costs for TI capabilities.
17. Increase is mainly due to an increase in annual leave entitlements. Additionally, salary costs incurred for police up to 30 June, have been accounted for and will be paid in 2010-11.
18. Pursuant to AAS17, the non-current lease incentive liability will reduce equally over the term of the lease.
19. The increase in retained surplus as a result of the estimated surplus in 2009-10 has been offset by the actual 2008-09 operating deficit of \$0.19 million.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. The increase in cash holdings is mainly due to timing differences in payments and the build-up of cash reserves as a result of recoveries from APSACC and outgoings paid on leased premises, an increase in interest income, and a reduction in projected asset purchases.
21. The increase is mainly due to an increase in annual leave entitlements. Additionally, salary costs incurred for police up to 30 June, have been accounted for and will be paid in the next financial year.
22. Pursuant to AAS17, the non-current lease incentive liability will reduce equally over the term of the lease.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

23. The decrease is mainly the result of the one-off payment for set-up costs for TI capabilities.
24. The timing of payments for supplies and services offset by the one-off payment for set-up costs for TI capabilities.
25. Pursuant to AAS17, the non-current lease incentive liability will reduce equally over the term of the lease.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

26. Additional funding allocation for TI capabilities.
27. An increase in other income mainly due to prior year expenditure recoveries from the 2009 APSACC conference hosted by the CMC and an increase in interest income due to higher than anticipated interest rates.
28. Decrease mainly due to timing differences associated with the rollout of the Devolution project.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

29. The four yearly cyclical computer replacement program, police and civilian award increases and telecommunication interception.
30. Increase is due to rising interest rates.
31. Police and civilian award increases and additional staff costs to bring the telecommunication interception function to full capacity.
32. Increase in supplies and services is mainly due to the four yearly cyclical computer replacement program. It also reflects additional expenses from operational activity, including telecommunication interception and higher costs associated with new premises maintenance contracts.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

33. The four yearly cyclical computer replacement program, police and civilian award increases and telecommunication interception.
34. Police and civilian award increases and additional staff costs to bring the telecommunication interception function to full capacity.
35. The four yearly cyclical computer replacement program. It also reflects additional expenses from operational activity, including telecommunication interception and higher costs associated with new premises maintenance contracts.
36. Reduction of capital expenditure for leasehold improvements as a result of the move to new premises at Green Square.

Legal Aid Queensland

OVERVIEW

Legal Aid Queensland (LAQ) is an independent statutory authority under the *Legal Aid Queensland Act 1997*, which provides legal help to financially disadvantaged Queenslanders. LAQ provides free legal information and advice in criminal, civil and family law matters and represents people eligible for aid before Queensland's courts and tribunals. Our services contribute to the efficient operation of the justice system in Queensland.

As at 30 June 2010, LAQ's estimated actual full-time equivalent positions is 448.2. These staff deliver services from 14 LAQ offices throughout Queensland. Services are also provided by nearly 400 private law firms who take on legal aid cases. LAQ also administers State funding to 41 community legal centres.

REVIEW OF PERFORMANCE

Recent achievements

During 2009-10 LAQ:

- funded 1,760 matters to help people involved in domestic violence proceedings
- provided free legal information on 176,808 occasions
- provided free legal advice on 52,277 occasions
- guided adults through 57,188 appearances in the Magistrates Courts and children through 8,661 Children's Court appearances
- approved aid for lawyers to represent 17,721 people charged with criminal offences, including 790 Supreme Court matters, and 117 appeals to the Court of Appeal and the High Court of Australia
- supported the effective administration of the child protection system by providing separate representation for children in 481 child protection proceedings, and representing 1,236 parents and carers in child protection matters
- provided 1,734 advices in relation to financial matters
- improved stakeholder communication by relaunching our "Head Note" magazine as an e-newsletter
- played a key role in implementing the Breaking the Cycle Domestic Violence Court Pilot in Rockhampton
- reduced call centre waiting times and access to information and advice services for LAQ's clients.

Future developments

During 2010-11 LAQ expects to:

- develop and implement strategies to assist with the implementation of the Moynihan reforms regarding jurisdiction change
- implement a wide ranging business improvement program to enhance the efficiency of LAQ service delivery
- commence implementation of an electronic document and records management system (eDRMS)
- funding of \$10.5 million in 2010-11 (\$61 million over four years) to support the provision of legal aid services to vulnerable Queenslanders and to reduce the variability associated with funding these services from interest on solicitor's trust accounts.

SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
		422.7	448.2	440.2

Note:

1. Full-time equivalents (FTEs) as at 30 June.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Approved applications – criminal law	1	22,000	20,600	17,000
Legal Advice – criminal law		14,500	14,300	14,300
Approved applications – civil law	2	4,000	4,300	3,800
Legal Advice – civil law	2	14,500	14,000	10,000
Duty lawyer defendants represented	1	63,000	66,600	69,600
Practitioner compliance with case management standards		90%	90%	90%
Refusals to External Review Officer (National benchmark)		8%	8%	8%
Percentage of refusals that go to external review that are overturned on review		6%	6%	6%
Percentage of applications processed (approved or refused) within 5 days of the date of receipt of the application	3	90%	77%	90%
Percentage of decisions made within 5 days of the date of receipt of a request for an extension of aid	3	90%	80%	90%
Call centre service levels:				
Percentage of calls answered within 3 minutes	4	75%	60%	80%
Unit cost of criminal matters		\$1,750	\$1,750	\$1,750
Cost per legal advice		\$55	\$51	\$55
Duty Lawyer cost per defendant	1	\$48	\$44	\$55
State contribution (\$'000)		27,971	27,935	39,617
Other revenue (\$'000)		81,170	91,820	83,231
Total cost (\$'000)		112,279	124,487	122,003

Notes:

1. Anticipated jurisdictional change resulting in fewer applications for aid due to an increase in the number of matters being resolved by duty lawyers.
2. Decrease in civil law matters as a result of the introduction of the Victims Financial Assistance Scheme replacing criminal injuries compensation legal processes.
3. LAQ now allocates greater time to assessing applications from clients identified as having a disability or disadvantage, instead of refusing applications on the basis of insufficient information. This has impacted LAQ's ability to process applications within five days. However the national benchmark of 90% will be retained in 2010-11, as agreed with other legal aid commissions in Australia.
4. In order to reduce call waiting time a review was conducted resulting in new technology and processes implemented in 2009-10.

INCOME STATEMENT

Legal Aid Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	7,13	3,600	3,600	2,531
Grants and other contributions	1,8	104,226	114,510	118,992
Other revenue		1,315	1,645	1,325
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		109,141	119,755	122,848
Expenses				
Employee expenses	2	38,773	36,824	38,263
Supplies and services	3,9	16,985	9,267	8,623
Grants and subsidies	4,10,14	8,951	14,151	12,440
Depreciation and amortisation		1,618	1,436	1,535
Finance/borrowing costs	
Other expenses	5,11,15	45,652	62,589	60,842
Losses on sale/revaluation of property, plant and equipment and investments		300	220	300
Total expenses		112,279	124,487	122,003
OPERATING SURPLUS/(DEFICIT)	6,12,16	(3,138)	(4,732)	845

STATEMENT OF CHANGES IN EQUITY

Legal Aid Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		1,097
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		1,097
Surplus/(deficit) for the period		(3,138)	(4,732)	845
Total recognised income and expense for the period		(2,041)	(4,732)	845
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		(2,041)	(4,732)	845

BALANCE SHEET

Legal Aid Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		16,303	15,913	16,542
Receivables		923	1,331	1,331
Other financial assets	
Inventories	
Other		540	862	862
Non-financial assets held for sale	
Total current assets		17,766	18,106	18,735
NON-CURRENT ASSETS				
Receivables		580	722	722
Other financial assets	
Property, plant and equipment	17,20	31,275	21,151	21,065
Intangibles		1,342	872	1,358
Other	
Total non-current assets		33,197	22,745	23,145
TOTAL ASSETS		50,963	40,851	41,880
CURRENT LIABILITIES				
Payables		3,554	4,458	4,542
Accrued employee benefits		3,176	2,611	2,711
Interest-bearing liabilities and derivatives	
Provisions	18,21	12,150	30,050	30,050
Other	
Total current liabilities		18,880	37,119	37,303
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		596	760	760
Interest-bearing liabilities and derivatives	
Provisions		667
Other	
Total non-current liabilities		1,263	760	760
TOTAL LIABILITIES		20,143	37,879	38,063
NET ASSETS/(LIABILITIES)		30,820	2,972	3,817
EQUITY				
Capital/contributed equity	
Retained surplus/(accumulated deficit)	19,22	9,078	(7,328)	(6,483)
Reserves:				
- Asset revaluation reserve		21,742	10,300	10,300
- Other (specify)	
TOTAL EQUITY		30,820	2,972	3,817

CASH FLOW STATEMENT

Legal Aid Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	29,35	3,400	3,420	2,331
Grants and other contributions	23,30	104,226	112,797	118,992
Other		5,391	5,721	5,401
Outflows:				
Employee costs	24	(38,673)	(36,698)	(38,163)
Supplies and services	25,31	(20,542)	(12,824)	(12,580)
Grants and subsidies	26,32,36	(8,951)	(14,151)	(12,440)
Borrowing costs	
Other	27,33,37	(46,718)	(61,446)	(60,877)
Net cash provided by/(used in) operating activities		(1,867)	(3,181)	2,664
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		(100)	(100)	(100)
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	28,34,38	(2,845)	(1,999)	(1,935)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(2,945)	(2,099)	(2,035)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		(4,812)	(5,280)	629
Cash at the beginning of financial year		21,115	21,193	15,913
Cash transfers from restructure	
Cash at the end of financial year		16,303	15,913	16,542

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Additional funding provided from Legal Practitioner Interest on Trust Accounts Fund (LPITAF) to fund increases in demand and increased grants from the Australian Government for Legal Aid Queensland and Community Legal Centres.
2. Decrease in employee expenses due to the extent of vacant positions.
3. Decrease in supplies and services due to reclassification of legal costs to other expenses.
4. Additional funding provided from LPITAF to fund demand and increased grants from the Australian Government to be provided to Community Legal Centres.
5. Increase in other expenses due to reclassification of legal costs from supplies and services along with an unexpected increase in the number and cost of financially disadvantaged Queenslanders provided with legal assistance.
6. The increase in the operating deficit primarily reflects the one-off expense in 2009-10 associated with adjusting the provision for outstanding claims of preferred suppliers.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

7. Decrease in user charges as a result of the introduction of the Victims Financial Assistance Scheme replacing criminal injuries compensation legal processes.
8. Additional funding provided from the Australian Government. Also reflects a reduction in LPITAF funding offset by an increase in State Appropriation.
9. Decrease in supplies and services due to reclassification of legal costs to other expenses and the realisation of ongoing efficiencies including the deferral of non essential projects.
10. Additional funding provided from LPITAF and the Australian Government to be provided to community legal centres.
11. Increase in other expenses due to reclassification of legal costs from supplies and services. The estimate also includes the net impact of a number of cost reduction strategies to help offset the increase in the number and cost of financially disadvantaged Queenslanders eligible for legal assistance.
12. The movement from a deficit to a surplus reflects additional State Appropriation to commence implementation of an electronic document and records management system (eDRMS), and additional funding from the Australian Government.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

13. Decrease in user charges as a result of the introduction of the Victims Financial Assistance Scheme replacing criminal injuries compensation legal processes.
14. The 2009-10 Estimated actual includes a non-recurring Australian Government grant.
15. Decrease in other expenses due to the net impact of a number of cost reduction strategies to help offset the increase in the number and cost of financially disadvantaged Queenslanders eligible for legal assistance.
16. The movement from a deficit to a surplus reflects additional State Appropriation to commence implementation of an eDRMS, and additional funding from the Australian Government, and a one-off expense relating to a provision adjustment in 2009-10 will not reoccur.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

17. Decrease in land and buildings valuation.
18. Increase in provisions to ensure sufficient funds are available to settle outstanding claims of preferred suppliers.
19. Decrease in equity as a result of the increase to the claims provision.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. Decrease in land and buildings valuation.
21. Increase in provisions to ensure sufficient funds are available to settle outstanding claims of preferred suppliers.
22. Decrease in equity as a result of the increase to the claims provision.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

23. Additional funding provided from LPITAF to fund increases in demand and increased grants from the Australian Government for Legal Aid Queensland and Community Legal Centres.
24. Decrease in employee expenses due to the extent of vacant positions.
25. Decrease in supplies and services due to reclassification of legal costs to other expenses.
26. Additional funding provided from LPITAF to fund demand and increased grants from the Australian Government to be provided to Community Legal Centres.
27. Increase in other expenses due to reclassification of legal costs from supplies and services. The estimate also includes the net impact of a number of cost reduction strategies to help offset the increase in the number and cost of financially disadvantaged Queenslanders eligible for legal assistance.
28. Reduction in the payments for property, plant and equipment and intangibles due the deferral of non essential projects.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

29. Decrease in user charges as a result of the introduction of the Victims Financial Assistance Scheme replacing criminal injuries compensation legal processes.
30. Additional funding provided from State appropriation and the Australian Government.
31. Decrease in supplies and services due to reclassification of legal costs to other expenses and the realisation of ongoing efficiencies including the deferral of non essential projects.
32. Additional funding provided from LPITAF and the Australian Government to be provided to community legal centres.

33. Increase in other expenses due to reclassification of legal costs from supplies and services. The estimate also includes the net impact of a number of cost reduction strategies to help offset the increase in the number and cost of financially disadvantaged Queenslanders eligible for legal assistance.
34. Reduction in the payments for property, plant and equipment and intangibles due the deferral of non essential projects.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

35. Decrease in user charges as a result of the introduction of the Victims Financial Assistance Scheme replacing criminal injuries compensation legal processes.
36. Current estimated actual has a non-recurring Australian Government grant.
37. Decrease in other expenses due to the net impact of a number of cost reduction strategies to help offset the increase in the number and cost of financially disadvantaged Queenslanders eligible for legal assistance.
38. Reduction in the payments for property, plant and equipment and intangibles due the deferral of non essential projects.

Office of the Information Commissioner

OVERVIEW

The Office of the Information Commissioner fosters openness and accountability of public sector agencies by promoting access to government-held information and protecting people's personal information.

The Office's services are:

- an independent, timely and fair review of decisions made under the *Right to Information Act 2009* and the *Information Privacy Act 2009*
- an independent and timely privacy complaint resolution service
- fostering improvements in the quality of practice in Right to Information and Information Privacy in public sector agencies
- promoting the principles and practices of Right to Information and Information Privacy in the community and within government.

REVIEW OF PERFORMANCE

2010-11 highlights

- The Office will explore the feasibility of improving the quality and timeliness of original decisions by providing access to internal knowledge management resources.
- The Office will implement an electronic case management system to improve the performance of the external review function.

Recent achievements

- Established new statutory functions as a result of the commencement of the *Right to Information Act 2009* and the *Information Privacy Act 2009* including a privacy complaint service, an awareness, education and training, information and assistance, performance monitoring and reporting, commenting on legislation and administrative changes to improve practice.
- Issued extensive suites of information sheets and guidelines to assist agencies and the community with their rights and responsibilities under the new legislation.
- Processed a record number of external review applications.
- Improved timeliness by 33%.
- Developed a knowledge management system including an annotated act.
- Significantly progressed project plan for a case management system.
- Developed separate training, communications and performance monitoring strategies.
- Provided practical and authoritative advice and assistance to the community and agencies through the enquiries service and website.
- Commenced documentation of external review practice and procedures.
- Adopted a Business Excellence Framework and a new Performance Management Framework.

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2	23.8	30.3	32.3

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The 2009-10 Budget figure represents budgeted FTEs as at 30 June 2009. The increase to 32.3 FTEs represents additional resourcing for the implementation of Right to Information (RTI) and Information Privacy (IP) legislation. The IP Commissioner and RTI Commissioner will commence in 2010-11.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of review applications finalised	1	300	350	300
Proportion of reviews resolved informally compared to reviews resolved by written determination		75%	75%	75%
Percentage of agencies who are satisfied with the information and assistance provided from the Office (sourced from agency survey)		75%	75%	75%
Percentage of applicants who are satisfied with the conduct of their review (sourced from applicant survey)		70%	75%	70%
Median days to finalise review		90	90	90
Number of open reviews at the end of the reporting period that are more than 12 months old		< 10	8	< 10
Percentage of privacy complainants who are satisfied with the conciliation service	2	70%	70%	70%
Percentage of agencies which are satisfied with the privacy service provided		75%	75%	75%
Percentage of privacy complaints not formally referred to QCAT for determination		75%	100%	75%
Median days to finalise a privacy complaint		90	90	90
No. of privacy complaints finalised	3	50	15	50
Percentage of agencies satisfied with the range of information provided		75%	75%	75%
Percentage of agencies satisfied with the quality of information provided		75%	75%	75%
No. training sessions provided	4	30	77	30
No. people trained	4	500	1,964	400
Percentage of course participants satisfied with sessions	4	75%	95%	75%
No monitoring and compliance activities	5	10	102	10
No of awareness activities conducted	6	190	214	190
No of enquiries (written and oral) received	7	2,500	4,042	2,500

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
No of website visits annual		80,000	80,000	80,000
State contribution (\$'000)		7,405	8,072	5,943
Other revenue (\$'000)		12	12	12
Total cost (\$'000)		6,667	7,334	5,955

Notes:

1. This increase reflects the higher than anticipated number of external review applications processed by the OIC
2. No privacy complaints were referred to QCAT for determination
3. This is a new performance standard for 2009-10. Fewer privacy complaints than anticipated were received in the reporting period.
4. This is a new performance standard for 2009-10. A greater than anticipated number of training initiatives were provided during this initial period.
5. This is a new performance standard for 2009-10. A greater than anticipated number of monitoring and compliance activities were conducted during this initial period.
6. This is a new performance standard for 2009-10. A greater than anticipated number of awareness activities were conducted during this initial period
7. This is a new performance standard for 2009-10. A greater than anticipated number of enquiries were received during this initial period.

INCOME STATEMENT

Office of the Information Commissioner	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	
Grants and other contributions	1,2,4	7,405	8,072	5,943
Other revenue		12	12	12
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		7,417	8,084	5,955
Expenses				
Employee expenses	1,2,4	4,065	4,414	3,818
Supplies and services	1,2,4	2,336	2,641	1,861
Grants and subsidies	
Depreciation and amortisation		261	274	271
Finance/borrowing costs	
Other expenses		5	5	5
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		6,667	7,334	5,955
OPERATING SURPLUS/(DEFICIT)	3,5	750	750	..

STATEMENT OF CHANGES IN EQUITY

Office of the Information Commissioner	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		750	750	..
Total recognised income and expense for the period		750	750	..
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		750	750	..

BALANCE SHEET

Office of the Information Commissioner	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	6,9,12	977	2,674	2,182
Receivables		44	61	61
Other financial assets	
Inventories	
Other		..	27	27
Non-financial assets held for sale	
Total current assets		1,021	2,762	2,270
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	7,10,13	716	(27)	465
Intangibles	
Other	
Total non-current assets		716	(27)	465
TOTAL ASSETS		1,737	2,735	2,735
CURRENT LIABILITIES				
Payables		121	209	209
Accrued employee benefits	8,11	83	173	173
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		204	382	382
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	8,11	17	69	69
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		17	69	69
TOTAL LIABILITIES		221	451	451
NET ASSETS/(LIABILITIES)		1,516	2,284	2,284
EQUITY				
Capital/contributed equity		20	(58)	(58)
Retained surplus/(accumulated deficit)	6,9	1,496	2,342	2,342
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		1,516	2,284	2,284

CASH FLOW STATEMENT

Office of the Information Commissioner	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	
Grants and other contributions	14,16,19	7,405	8,072	5,943
Other		12	12	12
Outflows:				
Employee costs	14,16,19	(4,065)	(4,414)	(3,818)
Supplies and services	14,16,19	(2,336)	(2,641)	(1,861)
Grants and subsidies	
Borrowing costs	
Other		(5)	(5)	(5)
Net cash provided by/(used in) operating activities		1,011	1,024	271
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	17,20	(750)	(13)	(763)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(750)	(13)	(763)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		261	1,011	(492)
Cash at the beginning of financial year		716	1,663	2,674
Cash transfers from restructure	
Cash at the end of financial year	15,18,21	977	2,674	2,182

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Represents additional funding for transferred functions, increased rent and previously unfunded Enterprise Bargaining (EB) increases.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

2. Reduction in funding following one-off payment for implementation of Right to Information and Privacy legislation.
3. Represents funding allocated to relocation and leasehold improvements.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

4. Reduction in funding following one-off payment for implementation of Right to Information and Privacy legislation.
5. Represents funding allocated to relocation and leasehold improvements.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

6. Represents funding retained for relocation and leasehold improvements. Cash is held as a normal course of business operation.
7. Represents a decrease in property, plant and equipment due to delays in leasehold improvements.
8. Represents an increase in staffing following Right to Information Implementation Project.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

9. Cash is held as a normal course of business operation.
10. Represents decrease due to estimated depreciation to incur during 2010-11.
11. Represents an increase in staffing following Right to Information Implementation Project.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

12. Expenditure incurred as part of Right to Information and Information Privacy implementation. Cash is held as a normal course of business operation.
13. Represents increase due to leasehold improvements scheduled in 2010-11 offset by estimated depreciation.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

14. Represents additional funding for transferred functions, increased rent and previously unfunded EB increases.
15. Represents retained surplus from previous financial year to be expended on relocation and leasehold improvements.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

16. Reduction in capital funding following completion of the Right to Information Implementation Project.
17. Reduction in capital funding allocated to relocation and leasehold improvements.
18. Represents retained surplus from previous financial year and depreciation funding to be expended on relocation and leasehold improvements.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

19. Reduction in capital funding following completion of the Right to Information Implementation Project.
20. Reduction in capital funding allocated for relocation and leasehold improvements.
21. Represents additional funding for depreciation associated with new equipment and leasehold improvements.

PART 8

Electoral Commission of Queensland

Summary of departmental budget

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
1-222	Electoral Commission of Queensland – controlled	9,559	9,891	13,686

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Electoral Commission of Queensland is an independent statutory authority. The Attorney-General and Minister for Industrial Relations has responsibility for the Commission.

STRATEGIC ISSUES

The Electoral Commission of Queensland is an independent statutory authority established under the *Electoral Act 1992* with the principal goals of:

- administering Queensland's electoral laws, impartially and independently
- conducting free and democratic parliamentary, local government and industrial elections
- managing a comprehensive process for the independent review of local government boundaries
- promoting the informed participation and confidence of Queenslanders in the electoral system.

Key environmental factors impacting on the strategic direction of the Electoral Commission of Queensland and the delivery of electoral services to Queenslanders include:

- the timing and duration of State, local, federal and interstate electoral events including general elections, by-elections, referendums, redistributions and industrial elections
- the Government's continuing electoral and administrative reform agenda, in particular consideration of whether the Commission will be required to conduct quadrennial local government elections in the future
- the impact of demographic changes, particularly of interstate migration and patterns of population distribution, on the spatial bases of Commission clients and consequently on the local demand for electoral services throughout Queensland.

During the 2009-10 financial year the Commission received additional funding in the Mid Year Review to:

- supplement the increasing costs of the joint electoral roll arrangement between the Australian Government and the State
- provide additional resources to assist stakeholders to understand and comply with new funding and disclosure provisions.

2010-11 HIGHLIGHTS

Major challenges for 2010-11 include:

- continued delivery of a Community Awareness Program
- continued planning and preparation for future parliamentary and local government elections
- continued administration of the party registration and financial disclosure schemes
- further investigation into potential vision impaired voting systems and processes
- conduct of references of local government matters received from the Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships under the *Local Government Act 1993*
- conduct of industrial elections for employer and employee organisations
- continued pursuit of the Commission's role in joint management of the electoral roll for Queensland and participation on the Electoral Council of Australia.

RECENT ACHIEVEMENTS

Major achievements for 2009-10 include:

- finalising the post election processes for the 2009 State general election
- review of the operations, processes and procedures associated with the conduct of the election for Queensland's 53rd Parliament
- continued planning and preparation for electoral events
- implementation of new funding and disclosure provisions of the *Electoral Act 1992*
- conduct of industrial elections for employer and employee organisations
- continued joint management of the electoral roll for Queensland and participation on the Electoral Council of Australia.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

The Commission's effective delivery of electoral services and the provision of a free, honest and fair electoral system ensure that all Queenslanders have the opportunity to participate equitably in the democratic life of the State.

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services				
Electoral Services (Electoral Commission of Queensland)	2			
Statutory Officers		1	1	1
Administrative Officers	3	36	31	35
Casual Officers		4	6	5
Total services		41	38	41
Total		41	38	41

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The Governor in Council appoints 90 returning officers (one per State Electoral District and an assistant for the District of Cook) to assist with the conduct of a State general election. In addition, the Commission engages up to 9,000 polling officials to conduct electoral events, most for one day only (polling day). People from each of these employee categories are not included in the total.
3. Short term vacancies in administrative positions.

ADMINISTERED ITEMS

DESCRIPTION

Administered activities are those undertaken by the Commission on behalf of the Government.

The Commission's administered items relate to revenues collected on behalf of the Government for:

- fines levied against enrolled electors for failure to vote at Parliamentary elections
- forfeiture of nomination deposits paid by or on behalf of candidates for Parliamentary elections where the candidate did not attain the required number of first preference votes in the election for the electoral district.

REVIEW OF SERVICE PERFORMANCE

During 2009-10 fines for failure to vote at the 2009 State general election were collected. The collection of fines for failure to vote at electoral events is episodic in nature and of limited duration in that the process relates to a specific electoral event and the collection process is essentially completed in the 12 month period following the election. This is not an annual or continuing process and no administered collections are anticipated in 2010-11.

Financial statements and variance explanations in relation to Administered Items appear in the Departmental Financial Statements.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Electoral Services				
Number of Parliamentary State general elections conducted	
Number of Parliamentary by-elections conducted	
Number of local government elections conducted	
Number of local government electoral and boundary reviews conducted	1	6	1	4
Number of industrial elections referred by Industrial Registrar	2	35	47	50
Number of industrial election positions to be elected	2	1,500	2,438	2,600
Number of industrial election ballots conducted	2	65	75	80
No. of roll services provided	3	60	132	115
No. of inquiries/audits of pre-selection ballots conducted	4	4	8	..
No. of enrolment transactions during the period	5	550,000	475,600	500,000
Increase in total enrolment during the period	5	70,000	5,000	55,000
Elector client base	5	2,760,000	2,695,000	2,750,000
Level of voter turnout State general election	
Level of voter turnout State by-election	
Level of informal voting State general election	
Level of informal voting State by-election	
Access to electoral services for Queenslanders – ECQ website pages visited	6	18,000,000	15,307,070	17,200,000
Per elector cost of State general election	

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Per elector cost of State by-election	
Per elector cost of public information and awareness campaigns	
State contribution (\$000)	7	9,497	9,829	13,631
Other revenue (\$000)		62	62	55
Total cost (\$000)	7	9,559	9,891	13,686

Notes:

1. The Commission had anticipated conducting six local government boundary reviews in 2009-10, however only one matter was referred by the Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships. The Commission has estimated a number of matters will be referred by the Minister during 2010-11 but is uncertain of the actual numbers at this stage.
2. The actual number of industrial elections referred by the Industrial Commissioner to the Commission was higher than initially anticipated. These elections involved more positions to be elected and more ballots conducted than anticipated. The Commission has been advised that these activity levels are expected to flow through to 2010-11.
3. There has been an increase in the provision of roll services during 2009-10 as approved agencies utilise the service. This level of activity will continue in 2010-11.
4. More pre-selection ballot audits were conducted following the March 2009 State general election than initially anticipated. As no electoral events are planned for 2010-11, pre-selection ballot audits will be undertaken only if there is a by-election conducted during the period.
5. The minimal increase in enrolment activity from 2008-09 and subsequent reduction from the 2009-10 Target/est. is due to a significant objection process in 2009-10 by the Australian Electoral Commission in the lead up to the Australian Government election.
6. The level of the Commission's website pages visited reflects the significant upgrade of the Commission's web-based information systems to provide real-time detailed electoral information in a user-friendly format. The 2009-10 figures and the 2010-11 Target/est. reflects activity during non-election periods.
7. The 2010-11 variations are due to activities deferred from 2009-10 and additional funds provided at the Mid Year Review for on-going initiatives in relation to the Joint Roll Arrangement and Funding and Disclosure activities.

INCOME STATEMENT

Electoral Commission of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1, 4	9,497	9,829	13,631
User charges		62	62	55
Grants and other contributions	
Other revenue	
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		9,559	9,891	13,686
Expenses				
Employee expenses	2, 5	2,719	2,823	3,743
Supplies and services	3, 6	6,670	6,898	9,775
Grants and subsidies	
Depreciation and amortisation		145	145	125
Finance/borrowing costs	
Other expenses	7	25	25	43
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		9,559	9,891	13,686
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Electoral Commission of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)		(76)	(76)	(76)
Equity adjustments (MoG transfers)	
Total movement in equity for period		(76)	(76)	(76)

BALANCE SHEET

Electoral Commission of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		1,019	902	911
Receivables	8, 13	190	94	94
Other financial assets	
Inventories	9, 14	10	267	267
Other	10, 15	13	47	47
Non-financial assets held for sale	
Total current assets		1,232	1,310	1,319
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	16, 19	126	118	80
Intangibles		1,396	1,273	1,226
Other	
Total non-current assets		1,522	1,391	1,306
TOTAL ASSETS		2,754	2,701	2,625
CURRENT LIABILITIES				
Payables	11, 17	244	17	17
Accrued employee benefits	12, 18	80	57	57
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		324	74	74
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		324	74	74
NET ASSETS/(LIABILITIES)		2,430	2,627	2,551
EQUITY				
Capital/contributed equity		1,240	1,240	1,164
Retained surplus/(accumulated deficit)		1,190	1,387	1,387
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		2,430	2,627	2,551

CASH FLOW STATEMENT

Electoral Commission of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	22, 26	9,497	9,829	13,631
User charges		64	62	55
Grants and other contributions	
Other		890	892	892
Outflows:				
Employee costs	23, 27	(2,719)	(2,910)	(3,743)
Supplies and services	24	(7,560)	(9,600)	(9,825)
Grants and subsidies	20, 28	..	(11)	..
Borrowing costs	
Other	21, 25	(27)	(867)	(885)
Net cash provided by/(used in) operating activities		145	(2,605)	125
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(40)	(40)	(40)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(40)	(40)	(40)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals		(76)	(76)	(76)
Net cash provided by/(used in) financing activities		(76)	(76)	(76)
Net increase/(decrease) in cash held		29	(2,721)	9
Cash at the beginning of financial year		990	3,623	902
Cash transfers from restructure	
Cash at the end of financial year		1,019	902	911

ADMINISTERED INCOME STATEMENT

Electoral Commission of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	
Taxes, fees and fines	29, 30, 31	520	1,076	..
Royalties, property income and other territorial Revenue	
Interest	
Administered revenue	
Other	
Total revenues		520	1,076	..
Expenses				
Supplies and services	
Depreciation and amortisation	
Grants and subsidies	
Benefit payments	
Borrowing costs	
Other	
Total expenses	
Net surplus or deficit before transfers to Government		520	1,076	..
Transfers of administered revenue to Government	29, 30, 31	520	1,076	..
OPERATING SURPLUS/(DEFICIT)	

ADMINISTERED CASH FLOW STATEMENT

Electoral Commission of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	
Grants and other contributions	
Taxes, fees and fines	32, 33, 34	520	1,076	..
Royalties, property income and other territorial revenues	
Other	
Outflows:				
Transfers to Government	32, 33, 34	(520)	(1,076)	..
Grants and subsidies	
Supplies and services	
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities	
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held	
Administered cash at beginning of financial year	
Cash transfers from restructure	
Administered cash at end of financial year	

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2010-11 Estimate include:

1. Funding for specific activities (including the Vision Impaired Voting Project) deferred from 2009-10 to 2010-11; once off election specific funding in 2010-11 to prepare for the next State general election; and additional on-going funding provided in relation to the Joint Roll Arrangement, funding and disclosure activities and increased accommodation charges.
2. The variation in expenditure on employee expenses includes additional resources to assist with election preparation and funding and disclosure provisions.
3. The variation in supplies and services resulted from specific activities (including the Vision Impaired Voting Project) deferred from 2009-10 to 2010-11; once off election specific funding to prepare for the next State general election; and additional funding provided for on-going activities in relation to the Joint Roll Arrangement, funding and disclosure activities and increased accommodation charges.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

4. The 2010-11 figures include funding for specific activities (including the Vision Impaired Voting Project) deferred from 2009-10 to 2010-11; once off election specific funding in 2010-11 to prepare for the next State general election; and additional ongoing funding provided in relation to the Joint Roll Arrangement, funding and disclosure activities and increased accommodation charges.
5. The variation in expenditure on employee expenses includes additional resources in 2010-11 to assist with election preparation and funding and disclosure provisions.
6. The variation in supplies and services resulted from specific activities (including the Vision Impaired Voting Project) deferred from 2009-10 to 2010-11; once off election specific funding in 2010-11 to prepare for the next State general election; and additional funding provided for on-going activities in relation to the Joint Roll Arrangement, funding and disclosure activities and increased accommodation charges.
7. The 2010-11 variation relates to an anticipated increase in audit fees associated with preparations for the next State general election.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

8. The variation in relation to receivables relates to a lower level of receivables due to anticipated lower activity levels in a non election year.
9. The inventory increase is due to the addition of election materials held for distribution electoral events included to this classification.
10. The variation relates to an increased level of prepayments anticipated at years end.
11. The decrease in payables relates to an attempt to limit payables at year end.
12. The decrease in accrued employee benefits relates to the impact of the annual leave scheme.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

13. The variation in relation to receivables relates to a lower level of receivables in 2010-11 due to anticipated lower activity levels in a non election year.
14. Inventory estimates have increased due to the addition of election materials held for distribution electoral events included to this classification.
15. The variation relates to an anticipated increased level of prepayments anticipated at year's end.
16. The reduction in property plant and equipment reflects the depreciating value of the Commission's assets prior to replacement in the coming years.
17. The decrease in payables relates to an attempt to limit payables at year's end.
18. The decrease in accrued employee benefits relates to the impact of the annual leave scheme

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

19. The reduction in property plant and equipment reflects the depreciating value of the Commission's assets prior to replacement in the coming years.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

20. The figure in 2009-10 Estimated actual is the result of a once only balance sheet adjustment of an end of year accrual entry.
21. The variation relates to a difference in the reporting of GST outflows between the budget and estimated actual.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

22. Funding for specific activities (including the Vision Impaired Voting Project) deferred from 2009-10 to 2010-11; once off election specific funding in 2010-11 to prepare for the next State general election; and additional on-going funding provided in relation to the Joint Roll Arrangement, funding and disclosure activities and increased accommodation charges.
23. The variation in expenditure on employee expenses includes additional resources to assist with election preparation and funding and disclosure provisions.
24. The variation in supplies and services resulted from specific activities (including the Vision Impaired Voting Project) deferred from 2009-10 to 2010-11; once off election specific funding to prepare for the next State general election; and additional funding provided for on-going activities in relation to the Joint Roll Arrangement, funding and disclosure activities and increased accommodation charges.
25. The variation relates to a difference in the reporting of GST outflows between the Budget and Estimated actual.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

26. The 2010-11 figures include funding for specific activities (including the Vision Impaired Voting Project) deferred from 2009-10 to 2010-11; once off election specific funding in 2010-11 to prepare for the next State general election; and additional ongoing funding provided in relation to the Joint Roll Arrangement, funding and disclosure activities and increased accommodation charges.
27. The variation in expenditure on employee expenses includes additional resources in 2010-11 to assist with election preparation and funding and disclosure provisions.
28. The figure in 2009-10 Estimated actual is the result of a once only balance sheet adjustment of an end of year accrual entry.

Administered income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

29. The variation during 2009-10 is in relation to a higher than anticipated level of fines collected from the non-voter process at the 2009 State general election.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

30. The 2009-10 collections relate to non-voter fines from the 2009 State general election. The process was finalised during 2009-10 and there are no collections anticipated for 2010-11.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

31. The 2009-10 collections relate to non-voter fines from the 2009 State general election. The process was finalised during 2009-10 and there are no collections anticipated for 2010-11.

Administered cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

32. The variation during 2009-10 is in relation to a higher than anticipated level of fines collected from the non-voter process at the 2009 State general election.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

33. The 2009-10 collections relate to non-voter fines from the 2009 State general election. The process was finalised during 2009-10 and there are no collections anticipated for 2010-11.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

34. The 2009-10 collections relate to non-voter fines from the 2009 State general election. The process was finalised during 2009-10 and there are no collections anticipated for 2010-11.

PART 9

Office of the Ombudsman

Summary of departmental budget

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
1-236	Office of the Queensland Ombudsman – controlled	6,755	7,019	7,069

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Office of the Ombudsman is a department for the purposes of the *Financial Accountability Act 2009*. The Attorney-General and Minister for Industrial Relations has ministerial responsibility for the Office.

STRATEGIC ISSUES

The mission of the Office is to play a lead role in enhancing public sector governance by:

- independently reviewing the actions of state and local government agencies to ensure that people are treated fairly in their dealings with those agencies
- helping agencies improve their decision-making and administrative practice.

The objectives of the Office are to:

- promote administrative justice by providing an independent, fair and effective investigative service
- contribute to improving the quality of administrative practice in Queensland public sector agencies
- ensure all sections of the community are aware of and have reasonable access to the Office's services
- promote organisational excellence and a skilled, committed workforce.

The Office's success in meeting these objectives is measured by a variety of performance indicators that assess:

- the timeliness of complaint resolution
- the amount of assistance the Office provides to public sector agencies to improve their administrative practice
- community awareness and accessibility of the Office
- how efficiently the Office is meeting its corporate governance objectives.

Environmental factors influencing the strategic direction of the Office include:

- the challenges of cost-effectively discharging its broad function of helping public agencies improve administrative practice without jeopardising its function of independently investigating complaints about those agencies' decisions
- the need to liaise effectively with other complaint agencies with overlapping jurisdiction to avoid duplication of investigative resources
- Queensland's diverse and highly decentralised community
- the expectations of Parliament and the community that services be delivered efficiently, effectively and in a timely manner
- the proliferation of public and private complaint agencies, including industry ombudsmen, leading to uncertainty in the community about the Office's role.

2010-11 HIGHLIGHTS

Having reported to Parliament on its assessment of the complaint systems of State agencies in 2009-10, the Office will focus this year on assisting local councils to improve their complaint systems.

The Office will continue to deliver training to State and local government agencies, such as its Good Decisions training program, to help officers make fair and soundly based decisions and improve the way they deal with complaints.

The Office will also continue to:

- assess and investigate complaints from members of the public in a timely manner
- conduct own initiative investigations, where appropriate
- report publicly on systemic maladministration, where it is in the public interest to do so
- publish newsletters and other resources containing advice for agencies on good administrative practice, including a searchable library of cases the Office has investigated over the past five years, to be added to the Office's website (www.ombudsman.qld.gov.au).

RECENT ACHIEVEMENTS

- Finalised 14,617 complaint related matters (as at 31 March 2010) comprising:
 - 6,468 complaints;
 - 7,650 complaints that the Office referred to other complaint agencies as they were not in the Office's jurisdiction;
 - 473 inquiries; and
 - 26 reviews requested by complainants dissatisfied with a decision of the Office.
- Finalised 85% of complaints within 30 days of receipt and 99% within 12 months of receipt.
- Used informal processes to deal with 99% of complaints.
- Continued to provide access to the Office's services for all Queenslanders. As at 31 March 2010, officers had visited regional centres 34 times to carry out investigations and/or deliver training sessions.
- Continued to increase awareness and access to the Office's services through regional awareness campaigns. These campaigns target regions that, based on population, are under-represented in the number of complaints received by the Office. Activities included:
 - the development and distribution of posters for regional Queensland; and
 - advertising and publicity activities in regional newspapers and radio in Fitzroy; North-West; Mackay; Northern; Darling Downs; South-West; Wide Bay and Burnett.
- Delivered 86 training sessions to agencies on good decision-making and effective complaints management (as at 31 March 2010) with at least 16 additional sessions to be delivered by 30 June 2010. Of the 86 sessions:
 - 44 were held in regional Queensland;
 - 48 were delivered to state agencies and attended by 880 officers;
 - 20 were delivered to local councils and attended by 332 officers;
 - 8 were delivered to universities and attended by 88 officers; and
 - 10 were delivered to combined groups and attended by 83 officers.
- Provided reception services at new premises at 53 Albert Street to three other independent complaint agencies and managed the shared training and meeting room facilities for those agencies and a fourth complaint agency. The agencies sharing the facilities are the Commission for Children and Young People and Child Guardian, the Anti-Discrimination Commission Queensland, the Health Quality and Complaints Commission and the Queensland Office of the Commonwealth Ombudsman.

- Produced and publicly released the following reports:
 - *The Classification and Movement of Prisoners Report – An investigation of Queensland Corrective Services’ process for the classification, placement and transfer of prisoners (July 2009)*;
 - *Justice on the Inside Report - A review of Queensland Corrective Services’ management of breaches of discipline by prisoners (October 2009)*;
 - *Tips and Traps for Regulators – Second edition (October 2009)*; and
 - *Complaints Matter - A review of the complaints management systems of Queensland Government agencies (February 2010)*.
- Continued to carry out our corrections program which entailed:
 - visiting each of the 14 correctional centres in Queensland to investigate complaints and inspect records and systems;
 - receiving 861 complaints about corrections related issues (as at 31 March);
 - servicing the Prisoner Phonelink, a free and confidential telephone service that prisoners at each centre can use to call the Office (53% of complaints about corrections issues were received via the Phonelink); and
 - conducting two own initiative investigations, the first into the classification and movement of prisoners and the second into the prisoners’ disciplinary system.
- Continued joint awareness activities with other independent complaint agencies targeting multicultural communities, Aboriginal people and Torres Strait Islanders, to communicate the message ‘It’s OK to complain’. These activities included:
 - leading the establishment of a joint web portal at www.complaints.qld.gov.au, which provides information on the roles, responsibilities and the types of complaints managed by 14 government and private complaint agencies operating in Queensland;
 - producing and distributing more than 10,000 combined ‘It’s OK to complain’ brochures in 15 languages;
 - producing and distributing a joint poster outlining our services, which was also translated into 15 languages; and
 - sharing a stand at the National Aboriginal Islander Day Observance Committee (NAIDOC) Week celebrations and the Roma Street Multicultural Festival under the shared ‘It’s OK to complain’ banner with the Commonwealth Ombudsman and the Health Quality and Complaints Commission.
- Conducted activities to increase awareness of the Office among multicultural groups in the community, including:
 - translating the Office’s brochures into 17 languages; and
 - activities from the Office’s Multicultural Action Plan.
- Continued to publish our series of *Perspective* newsletters, providing case studies, tips and advice for officers in State and local government agencies. The newsletters were:
 - *State Perspective* for decision-makers in the state public sector;
 - *Local Perspective* for decision-makers in local councils;
 - *Frontline Perspective* for customer service and other frontline officers; and
 - *Legal Perspective* for public sector lawyers and private sector lawyers with public sector clients.
- Launched *Corrections Perspective*, a publication tailored specially for officers in Queensland Corrective Services.

- Continued to promote the Office’s website achieving the following results:
 - complaints received by email and by the Office’s online complaint form now comprise more than 24% of all complaints received by the Office; and
 - access to the website by members of the public and officers from government agencies increased by 20% from 133,077 to 159,286. The materials downloaded most frequently were the online complaints form, *Perspective* newsletters, Good Decision-Making Guide and Complaints Management resources.
- Commenced an awareness campaign targeting youth audiences by attending Orientation Week activities at the University of Queensland and Griffith University, which resulted in the distribution of 3,500 information kits to university students.
- In conjunction with the Crime and Misconduct Commission and the Public Service Commission, developed and published three sets of guidelines on making and properly managing public interest disclosures: one set for potential whistleblowers, one for public sector managers, and one for public sector agencies. The guidelines were informed by the findings of the national *Whistling While They Work Project*, a Griffith University project to enhance the management and protection of internal witnesses, including whistleblowers, in the Australian public sector. This project was sponsored by Ombudsman Offices and anti-corruption agencies throughout Australia.
- Participated in the finalisation of the *Unreasonable Complainant Conduct Project*, a project to identify effective methods for handling such conduct, sponsored by Ombudsman Offices throughout Australia.

DEPARTMENTAL SERVICES

The Government’s Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of ‘outputs’ and ‘performance measures’ that were previously used in Service Delivery Statements. They are replaced with ‘services’ and ‘service standards’. These terms are defined in the Budget Readers’ Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year’s Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

The Independent Review of Complaints about Government Administration service provides Queensland’s primary facility for independently reviewing, investigating and, if necessary, redressing illegality or unfairness in public administration. The service also focuses on improving the quality of decision making and administrative practice in public agencies. By providing for public scrutiny of the activities of the executive arm of government, the service supports a strong corporate governance and accountability framework in the Queensland public sector.

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Independent Review of Complaints about Government Administration		58	56.3	57
Total		58	56.3	57

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service Standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Independent Review of Complaints about Government Administration				
Complaints finalised	1	7,000	8,600	8,000
Inquiries finalised		600	630	600
Referrals finalised	2	9,000	10,200	9,500
Review requests finalised	3	50	35	50
Total matters finalised	4	16,650	19,465	18,150
Proportion of complaints investigated where a positive outcome was achieved for the complainant				
		40%	48%	40%
Proportion of complaints resolved informally compared to complaints resolved by formal investigation				
		95%	99%	95%
Proportion of complaints where early intervention occurred				
		90%	95%	90%
Proportion of recommendations for improvements to administrative practice or to rectify unfairness to individual complainants accepted by agencies				
		90%	95%	90%
Proportion of complaints finalised within 12 months of lodgement				
		95%	99%	95%
Proportion of open complaints at the end of each reporting period that are more than 12 months old				
		5%	5%	5%
Number of regional centres outside of Brisbane visited to investigate complaints and/or deliver administrative improvement training sessions				
		50	50	50
Proportion of complaints received from outside of Brisbane				
		65%	62%	65%
Number of administrative improvement training sessions delivered				
		100	105	100
State Contribution (\$'000)		6,591	6,819	6,869
Other Revenue (\$'000)		164	200	200
Total Cost (\$'000)		6,755	7,019	7,069

Notes:

1. The 2009-10 Estimated actual reflects a significant increase in the number of complaints received and finalised by the Office.
2. The 2009-10 Estimated actual reflects a significant increase in the number of complaints that are outside the Office's jurisdiction and that it therefore refers to other complaint bodies.
3. The 2009-10 Estimated actual reflects a decrease in the number of reviews being sought by complainants of the Office's original decision.
4. The 2009-10 Estimated actual reflects a significant increase in the total number of matters received and finalised by the Office.

INCOME STATEMENT

Office of the Ombudsman	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,8,14	6,591	6,819	6,869
User charges	2,9	164	200	200
Grants and other contributions	
Other revenue	
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		6,755	7,019	7,069
Expenses				
Employee expenses	3,10	5,187	5,549	5,544
Supplies and services	4,11,15	1,330	1,170	1,209
Grants and subsidies	
Depreciation and amortisation	5,12,16	208	252	268
Finance/borrowing costs	
Other expenses	6,13	30	48	48
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		6,755	7,019	7,069
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Office of the Ombudsman	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	7,17	..	(228)	..
Equity adjustments (MoG transfers)	
Total movement in equity for period		..	(228)	..

BALANCE SHEET

Office of the Ombudsman	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	18,27,36	615	195	273
Receivables	19,28	82	188	195
Other financial assets	
Inventories	
Other	20,29	20	48	50
Non-financial assets held for sale	
Total current assets		717	431	518
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	21,30,37	887	1,567	1,387
Intangibles	22,31,38	24	44	36
Other	
Total non-current assets		911	1,611	1,423
TOTAL ASSETS		1,628	2,042	1,941
CURRENT LIABILITIES				
Payables	23,32	391	120	125
Accrued employee benefits		112	115	119
Interest-bearing liabilities and derivatives	
Provisions	
Other	24,33	..	110	110
Total current liabilities		503	345	354
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	25,34,39	..	880	770
Total non-current liabilities		..	880	770
TOTAL LIABILITIES		503	1,225	1,124
NET ASSETS/(LIABILITIES)		1,125	817	817
EQUITY				
Capital/contributed equity	26,35	1,189	881	881
Retained surplus/(accumulated deficit)		(64)	(64)	(64)
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		1,125	817	817

CASH FLOW STATEMENT

Office of the Ombudsman	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	40,46,50	6,591	6,819	6,869
User charges	41,47	168	204	204
Grants and other contributions	
Other		120	152	113
Outflows:				
Employee costs	42,48,51	(5,187)	(5,407)	(5,546)
Supplies and services		(1,447)	(1,441)	(1,324)
Grants and subsidies	
Borrowing costs	
Other	43,49	(34)	(158)	(158)
Net cash provided by/(used in) operating activities		211	169	158
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	44,52	(80)	(98)	(80)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(80)	(98)	(80)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	45,53	..	(228)	..
Net cash provided by/(used in) financing activities		..	(228)	..
Net increase/(decrease) in cash held		131	(157)	78
Cash at the beginning of financial year		484	352	195
Cash transfers from restructure	
Cash at the end of financial year		615	195	273

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Increase due to equity to revenue swap of approximately \$0.23 million.
2. Increase due to higher than anticipated demand for training offered by the Office.
3. Increase due to additional temporary staff required to manage the increase in complaint volume.
4. Decrease due to lower accommodation costs arising from relocation to new building.
5. Increased depreciation expense as a result of larger than anticipated office fitout investment.
6. Increase due to managing co-location reception and venue facilities in new building.
7. The equity withdrawal approved to fund additional temporary staffing costs.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

8. Service revenue in the 2010-11 Estimate includes enterprise bargaining increases.
9. Increase due to higher than anticipated demand for training offered by the Office.
10. Increase due to enterprise bargaining increases, and additional temporary staffing costs.
11. Decrease due to lower accommodation costs arising from relocation to new building.
12. Increased depreciation expense as a result of larger than anticipated office fitout investment.
13. Increase due to managing co-location reception and venue facilities in new building.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

14. Service revenue in the 2010-11 Estimate includes enterprise bargaining increases, offset by the equity to revenue swap of approximately \$0.23 million in March 2010.
15. Increase due to higher accommodation expenses due to rent escalation clause.
16. Increase due to depreciation on assets acquired in 2010-11.
17. Decrease due to equity to revenue swap of approximately \$0.23 million in 2009-10 not repeated in 2010-11.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

18. Decrease due to equity to revenue swap and decrease in payables.
19. Increase due to higher annual leave central scheme reimbursement from the Consolidated Fund.
20. Increase due to salaries expected to be prepaid at year end.
21. Increase due to the building owners' incentive being capitalised in the new accommodation fitout asset.
22. Increase due to ongoing developmental expenditure on the Office's case and file management computer software.
23. Decrease in payables due to leave pay provisions being incorrectly included in the 2009-10 Budget.
24. The current portion of the liability for the building owners' incentive is reflected in the 2009-10 Estimated actual.
25. The non-current portion of the liability for the building owners' incentive is reflected in the 2009-10 Estimated actual.
26. The decrease in contributed equity reflects the equity to revenue swap of approximately \$0.23 million in March 2010.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

27. Decrease due to the equity to revenue swap and decrease in payables.
28. Increase due to higher annual leave central scheme reimbursement from the Consolidated Fund.
29. Increase due to salaries expected to be prepaid at year end.
30. Increase due to the building owners' incentive being capitalised in the new accommodation fitout asset.
31. Increase due to ongoing developmental expenditure on the Office's case and file management computer software.
32. Decrease in payables due to leave pay provisions being incorrectly included in the 2009-10 Budget.
33. The current portion of the liability for the building owners' incentive is reflected in the 2010-11 Estimate.
34. The non-current portion of the liability for the building owners' incentive is reflected in the 2010-11 Estimate.
35. The decrease in contributed equity reflects the equity to revenue swap of approximately \$0.23 million in March 2010.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

36. Increase due to depreciation charged, non-cash, being greater than anticipated expenditure on non-current assets.
37. Decrease due to higher depreciation charges than expenditure on new assets.
38. Decrease due to higher amortisation charges than expenditure on new intangible assets.
39. The non-current portion of the liability for the building owners' incentive is reduced by the amount taken to the income statement during the year.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

40. Increase due to equity to revenue swap of approximately \$0.23 million.
41. Increase due to higher than anticipated demand for training offered by the Office.
42. Increase due to additional temporary staff required to manage the increase in complaint volume.
43. Increase due to the difference in accommodation rent paid in cash and the rent, reduced by the proportional write off of the building owners' incentive, reflected in the income statement for the year.
44. Final payments for the Office fitout were made in 2009-10, which increased capital expenditure above the budgeted amount.
45. The equity withdrawal in the 2009-10 Estimated actual reflects the equity to revenue swap of approximately \$0.23 million in March 2010.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

46. Service revenue in the 2010-11 Estimate includes enterprise bargaining increases.
47. Increase due to higher than anticipated demand for training offered by the Office.
48. Increase due to enterprise bargaining increases, and additional temporary staffing costs.
49. Increase due to the difference in accommodation rent paid in cash and the rent, reduced by the proportional write off of the building owners' incentive, reflected in the income statement for the year.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

50. Service revenue in the 2010-11 Estimate includes enterprise bargaining increases, offset by the equity to revenue swap of approximately \$0.23 million in March 2010.
51. Increase due to enterprise bargaining increases, offset by the equity to revenue swap of approximately \$0.23 million expended on employee costs in the estimated actual year.
52. Decrease due to payments for the Office fitout being made in 2009-10, which increased capital expenditure above the budgeted amount.
53. Decrease due to equity to revenue swap of approximately \$0.23 million in 2009-10 not repeated in 2010-11.

PART 10

Public Trust Office

Summary of departmental budgets

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
1-248	Public Trust Office – controlled	66,167	67,062	76,481
1-258	Public Trust Office – administered	2,002	2,411	786

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Attorney-General and Minister for Industrial Relations has responsibility for the Public Trust Office.

STRATEGIC ISSUES

- Established on 1 January 1916, the Public Trustee of Queensland (PTQ) supports the people of Queensland by carrying out many functions for the Government including:
 - administering deceased estates and trusts, making Wills and Enduring Powers of Attorney, and providing financial management for people with a decision-making disability;
 - acting as trustee of philanthropic trusts such as the Queensland Community Foundation, the Forde Foundation, the Queensland Aboriginal and Torres Strait Islander Foundation and the Lady Bowen Trust; and
 - providing community service obligations, at no cost to government, budgeted at \$22.3 million in 2010-11, which includes \$15.4 million for managing the commercially uneconomical affairs of people with a disability and funding for the Office of the Adult Guardian of \$1 million.
- The PTQ finalised its Strategic Plan for 2009–2013. PTQ’s primary objective is to strengthen the current business model to ensure enduring and sustainable long-term financial viability of the Office. This will be achieved by:
 - marketing and developing the estate and trustee side of its commercial operations to ensure the Office retains and enhances its prominent position in the Queensland community and generate sufficient returns from such services to fund its community service obligations;
 - re-focusing on the Office’s investment and financial objectives to ensure it is always acting in the best interests of the client and maximise return on client funds;
 - understanding and meeting client expectations and delivering responsive services; and
 - improving the office’s service delivery image to increase the community’s understanding of the role and scope of services delivered.
- In 2009-10, the projected surplus of \$8.4 million is driven by higher than expected yields in Common Fund investments.
- Over the last decade, the PTQ has provided custodian services for a number of managed investment schemes and acted as trustee for a number of debenture and note issues by Companies, under Chapter 21 of the *Corporations Act 2001*. The PTQ has decided to withdraw from this activity and has taken the appropriate steps to effect an orderly withdrawal from each scheme, having regard to the interests of the investors and companies involved in the schemes.
- The PTQ has reviewed its fees and charges model to ensure that the PTQ can continue to provide services to the people of Queensland at no cost to the Government.
- The ageing of Queensland's population together with the growing incidents of elder abuse, particularly involving financial misappropriation, has also generated an increased need for financial administration of complex matters.
- The number of more complex estates has increased which has had a positive impact on revenue. The number of new estates is currently above budget.

- The PTQ is taking an active role in the second stage of the review of the *Guardianship and Administration Act 2000* being undertaken by the Queensland Law Reform Commission.

2010-11 HIGHLIGHTS

- The PTQ expects to maintain a steady growth of core business activities. The focus is increasing core business activities through a planned approach to increase PTQ appointments as the preferred executor of Wills and financial attorney under Enduring Powers of attorney, and increase the management of Trusts and private executor services. Regional Offices will also focus on an increased program of community engagement.
- In 2010-11 the Budgeted surplus is \$0.1 million and this is mainly due to a combination of revenue growth being offset by increased costs as the office implements the Strategic Plan for 2009-2013.
- The PTQ will continue its ongoing process of reviewing and improving its work processes to enhance will-making, deceased estates, private executor services and disability services to meet the needs of the people of Queensland.
- The PTQ will implement Client Service Centres to enhance service standards and decrease work processing and overhead costs, ensuring a positive impact on the responsiveness of all service categories.
- The PTQ is reviewing the information systems that support the investment operations with the view to centralising and automating functions. This will result in efficiency gains in the processing of investment related transactions.

RECENT ACHIEVEMENTS

- In support of the Strategic Plan, Client Service Operational Plans were finalised with all Regional Offices for 2010-11.
- The PTQ is the trustee of the Queensland Aboriginal and Torres Strait Islander Foundation with initial funds of \$27.1 million. The Foundation was established to advance the education and life opportunities of Aboriginal and Torres Strait Islander children and young people in Queensland through the provision and promotion of scholarships. The Foundation has completed its first Grants program with the provision of scholarships of \$0.56 million to 17 schools representing 114 children.
- The Queensland Community Foundation (QCF) now has \$30.2 million of charitable funds under management (including bequests) and over \$339.3 million of pledged bequests. The Gulf Area Community Trust, a sub fund of the QCF, finalised its first Grant Round to benefit the Gulf Area Indigenous communities in the amount of \$0.3 million.
- The PTQ is maintaining its status as the preferred financial administrator for adults with a decision-making disability. As at 31 March 2010 the PTQ was:
 - appointed as financial manager in approximately 68% of new appointments made by the Guardianship and Administration Tribunal;
 - reappointed as financial administrator in 80% of review hearings; and
 - appointed as financial administrator in 15% of review hearings of private appointments.
- Increased Wills outreach service through Will Makers accessing Offices of CentreLink and Clerks of the Court.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

The PTQ provides a trustee and administration service including; administration of deceased estates, financial administration of disability support and other trust matters, free Will making, and making Enduring Powers of Attorney for clients.

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2	504	497	550

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The Public Trustee intends to:
 - review and extend its service delivery reach (which likely will involve the establishment of new service delivery options - including opening new offices) to meet the population demands of Queensland;
 - progress the implementation of the Public Trustee's strategic plan approved by the Attorney-General last year which as a necessary incident demands the engagement of a greater number of staff; and
 - the Public Trustee expects growth in demand for its services, particularly in the area of administration for adults with an incapacity to grow.

Each of these matters and initiatives are planned to have an impact in respect of resourcing - this is reflected in the budget submitted for the 2010-2011 financial year.

ADMINISTERED ITEMS

DESCRIPTION

Under section 25 of the *Public Trustee Act 1978*, the PTQ administers the Unclaimed Moneys Fund on behalf of the Government. The Unclaimed Moneys Fund represents moneys received from various sources through a variety of statutory provisions dealing with unclaimed moneys or other property. The major source of money held by the Public Trust Office comprises the proceeds of deceased estates where beneficiaries cannot be found and dividends for shareholders who cannot be located.

Financial Statements in relation to Administered Items appear on the following pages.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of deceased estate matters received for administration		2,403	2,535	2,553
Number of protective management matters under administration		7,228	7,397	7,528
Number of other trust matters under administration		6,294	6,123	6,484
Number of commercially uneconomical affairs of people with a disability managed at no cost to government		8,498	7,835	7,733
Total cost of managing the commercially uneconomical affairs of people with a disability (\$'000)		16,636	15,993	17,186
Number of Enduring Powers of Attorney prepared		3,277	3,632	3,704
Number of Wills prepared	1	20,141	24,340	25,098
State contribution (\$000)	
Other revenue (\$000)		63,680	75,500	76,611
Total cost (\$000)		66,167	67,062	76,481

Notes:

1. The 2009-10 Estimated actual for Wills has exceeded the 2009-10 Target/est. as the PTQ has made a concerted effort to increase this service.

INCOME STATEMENT

Public Trust Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	
User charges	1,6,14	39,971	43,500	47,452
Grants and other contributions	
Other revenue	2,7,15	23,709	25,752	29,159
Gains on sale/revaluation of property, plant and equipment and investments	3,8,16	..	6,248	..
Total income		63,680	75,500	76,611
Expenses				
Employee expenses	9,17	37,766	37,367	41,779
Supplies and services	18	12,656	12,073	12,883
Grants and subsidies		1,061	1,040	1,066
Depreciation and amortisation	10,19	1,708	1,731	2,047
Finance/borrowing costs	4,11,20	7,560	8,931	12,295
Other expenses	12	5,416	5,920	6,411
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		66,167	67,062	76,481
OPERATING SURPLUS/(DEFICIT)	5,13,21	(2,487)	8,438	130

STATEMENT OF CHANGES IN EQUITY

Public Trust Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		(2,487)	8,438	130
Total recognised income and expense for the period		(2,487)	8,438	130
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		(2,487)	8,438	130

BALANCE SHEET

Public Trust Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	22,30,38	149,791	77,084	99,356
Receivables	23,31	3,749	9,735	9,735
Other financial assets	24,32,39	308,406	392,657	397,228
Inventories	
Other	25,33	665	889	889
Non-financial assets held for sale	
Total current assets		462,611	480,365	507,208
NON-CURRENT ASSETS				
Receivables	
Other financial assets	24,32,39	..	12,045	10,395
Property, plant and equipment	26,34,40	54,504	50,723	55,836
Intangibles	26,34,40	1,531	599	1,310
Other	
Total non-current assets		56,035	63,367	67,541
TOTAL ASSETS		518,646	543,732	574,749
CURRENT LIABILITIES				
Payables	27,35	4,382	5,746	5,746
Accrued employee benefits		3,257	3,204	3,204
Interest-bearing liabilities and derivatives	28,36,41	350,695	369,098	399,985
Provisions		870	1,051	1,051
Other	
Total current liabilities		359,204	379,099	409,986
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		7,008	6,833	6,833
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		7,008	6,833	6,833
TOTAL LIABILITIES		366,212	385,932	416,819
NET ASSETS/(LIABILITIES)		152,434	157,800	157,930
EQUITY				
Capital/contributed equity	
Retained surplus/(accumulated deficit)	29,37	564	13,506	13,636
Reserves:				
- Asset revaluation reserve	29,37	45,456	37,879	37,879
- Other (specify)		106,414	106,415	106,415
TOTAL EQUITY		152,434	157,800	157,930

CASH FLOW STATEMENT

Public Trust Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	
User charges	46,53	39,971	42,099	47,452
Grants and other contributions	
Other	47	23,709	25,753	29,159
Outflows:				
Employee costs	48,54	(37,129)	(37,018)	(41,779)
Supplies and services		(12,656)	(13,620)	(12,883)
Grants and subsidies		(1,061)	(1,040)	(1,066)
Borrowing costs	49,55	(7,560)	(8,187)	(12,295)
Other	42	(5,416)	(6,257)	(6,411)
Net cash provided by/(used in) operating activities		(142)	1,730	2,177
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	43,50,56	15,000	55,064	..
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	44,51,57	(5,922)	(1,883)	(7,870)
Payments for investments	43,50,56	(16,636)	(114,053)	(2,922)
Loans and advances made	
Net cash provided by/(used in) investing activities		(7,558)	(60,872)	(10,792)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	45,52,58	4,535	..	30,887
Equity injections	
Outflows:				
Borrowing redemptions	45,52,58	..	(3,495)	..
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		4,535	(3,495)	30,887
Net increase/(decrease) in cash held		(3,165)	(62,637)	22,272
Cash at the beginning of financial year		152,956	139,721	77,084
Cash transfers from restructure	
Cash at the end of financial year		149,791	77,084	99,356

ADMINISTERED INCOME STATEMENT

Public Trust Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	
Taxes, fees and fines	
Royalties, property income and other territorial Revenue	
Interest	59,62,64	206	74	786
Administered revenue	
Other	60,62,64	1,796	2,337	..
Total revenues		2,002	2,411	786
Expenses				
Supplies and services	61,63,65	100	133	43
Depreciation and amortisation	
Grants and subsidies	
Benefit payments	
Borrowing costs	61,63,65	1,902	2,278	743
Other	
Total expenses		2,002	2,411	786
Net surplus or deficit before transfers to Government	
Transfers of administered revenue to Government	
OPERATING SURPLUS/(DEFICIT)	

ADMINISTERED BALANCE SHEET

Public Trust Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	
Receivables	
Inventories	
Other		761	761	761
Non-financial assets held for sale	
Total current assets		761	761	761
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets	
TOTAL ADMINISTERED ASSETS		761	761	761
CURRENT LIABILITIES				
Payables	
Transfers to Government payable	
Interest-bearing liabilities	
Other	
Total current liabilities	
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities	
Other	
Total non-current liabilities	
TOTAL ADMINISTERED LIABILITIES	
ADMINISTERED NET ASSETS/(LIABILITIES)		761	761	761
EQUITY				
Capital/Contributed equity	
Retained surplus/(Accumulated deficit)		761	761	761
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL ADMINISTERED EQUITY		761	761	761

ADMINISTERED CASH FLOW STATEMENT

Public Trust Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	
Grants and other contributions	
Taxes, fees and fines	
Royalties, property income and other territorial revenues	
Other	66,68,70	2,002	2,411	786
Outflows:				
Transfers to Government	
Grants and subsidies	
Supplies and services	67,69,71	(100)	(133)	(43)
Borrowing costs	67,69,71	(1,902)	(2,278)	(743)
Other	
Net cash provided by/(used in) operating activities	
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held	
Administered cash at beginning of financial year	
Cash transfers from restructure	
Administered cash at end of financial year	

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. User charges have exceeded the 2009-10 Budget due to increased transactions, particularly in relation to legal services provided, and Unclaimed Monies fees. Public Trustee Investment Fund Fees were also higher than expected due to higher volumes.
2. Other revenue is principally comprised of interest revenue which has increased significantly due to the higher Common Fund yields as a result of the financial markets rebounding from the effects of the global financial crisis.
3. Estimated gain on the revaluation of investments as required by AASB139. There is no budget as it is not possible to reliably forecast the expected market movements and their impact on the market valuation of the investments of the Common Fund.
4. Increased interest payable to clients on funds invested in the Common Fund resulting from an increase in the value of the Common Fund.
5. The 2009-10 Budget deficit was cast with the global financial crisis in mind, hence the significant variance to the 2009-10 Estimated actual.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

6. User charges for 2010-11 are expected to be higher than the 2009-10 Budget, and this is mainly due to growth in client numbers and the increase in fees and charges due to change in the Consumer Price Index (CPI).
7. Other revenue is principally comprised of interest revenue which has increased significantly due to the higher Common Fund yields as a result of the financial markets rebounding from the effects of the global financial crisis.
8. There is no estimate for either year as it is not possible to reliably forecast the expected market movements and their impact on the market valuation of the investments of the Common Fund.
9. Employee expenses are expected to increase in line with new initiatives as outlined in the Strategic Plan for 2009-2013.
10. The 2010-11 estimate for depreciation and amortisation is greater than the 2009-10 Budget due to an expected increase in capital expenditure.
11. Increased interest payable to clients on funds invested in the Common Fund resulting from an increase in the value of the Common Fund.
12. Other expenses for 2010-11 are higher than the 2009-10 Budget as there are anticipated increases in investment expenditure as well as amenities.
13. The 2009-10 Budget deficit was cast with the global financial crisis in mind, hence the significant variance to the 2010-11 Estimate.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

14. User charges for 2010-11 are expected to be higher than the 2009-10 Estimated actual and is mainly due to growth in client numbers and the increase in fees and charges due to CPI.
15. Other revenue is principally comprised of interest revenue which is anticipated to increase significantly due to the expected higher Common Fund yields.
16. There is no estimate for 2010-11 as it is not possible to reliably forecast the expected market movements and their impact on the market valuation of the investments of the Common Fund.
17. Employee expenses are expected to increase in line with new initiatives as outlined in the Strategic Plan for 2009-2013.
18. The increase in supplies and services mainly relates to IT expenses, advertising and premises and utility expenses.
19. The 2010-11 Estimate for depreciation and amortisation is greater than the 2009-10 Estimated Actual due to an expected increase in capital expenditure.
20. Increased interest payable to clients on funds invested in the Common Fund resulting from an increase in the value of the Common Fund.
21. The 2010-11 Estimated surplus is anticipated to be lower than the 2009-10 Estimated actual because of the expected increase in costs as the office implements the Strategic Plan for 2009- 2013.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

22. Decrease in cash as bonds are purchased to take advantage of higher yields for clients.
23. Reflects increase in operational receivables in line with increase in service activities.
24. Increase as bonds are purchased to take advantage of higher yields for clients.
25. Increase mainly due to increase in prepayments.
26. Delays in anticipated capital spend.
27. Reflects increase in operational payables in line with increase in service activities.
28. Interest-bearing liabilities and derivatives have increased in line with the increase in client balances.
29. The movements within equity mainly relate to the reclassification of retained surpluses to specific purpose reserves to meet the needs of the Common Fund.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

30. Decrease in cash as bonds are purchased to take advantage of higher yields for clients.
31. Reflects increase in operational receivables in line with increase in service activities.
32. Increase as bonds are purchased to take advantage of higher yields for clients.
33. Increase mainly due to increase in prepayments.
34. Increases due to anticipated capital spend.
35. Reflects increase in operational payables in line with increase in service activities.
36. Interest-bearing liabilities and derivatives anticipated to increase in line with the increase in client balances.
37. The movements within equity mainly relate to the reclassification of retained surpluses to specific purpose reserves to meet the needs of the Common Fund.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

38. Increase in cash mainly due to growth of cash in the Common Fund.
39. Increase as bonds are purchased to take advantage of higher yields for clients.
40. Increases due to anticipated capital spend.
41. Interest-bearing liabilities and derivatives anticipated to increase in line with the increase in client balances.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

42. Other expenses for 2009-10 are estimated to be higher than the 2009-10 Budget as there are anticipated increases in investment expenditure as well as amenities.
43. These variances are due to the normal operation of the investments function to meet the strategic asset allocation needs of the Common Fund investments.
44. Delay in anticipated capital spend.
45. Represents the inflow/outflow of client funds from/to external financial institutions for investment purposes.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

46. User charges for 2010-11 are expected to be higher than the 2009-10 Budget mainly due to growth in client numbers and the increase in fees and charges due to CPI.
47. Other revenue is principally comprised of interest revenue which has increased significantly due to the higher Common Fund yields as a result of the financial markets rebounding from the effects of the global financial crisis.
48. Employee expenses are expected to increase in line with new initiatives as outlined in the Strategic Plan for 2009-2013.
49. Increased interest payable to clients on funds invested in the Common Fund resulting from an increase in the value of the Common Fund.
50. These variances are due to the normal operation of the investments function to meet the strategic asset allocation needs of the Common Fund investments.
51. Additional capital spends planned for 2010-11.
52. Represents the inflow/outflow of client funds from/to external financial institutions for investment purposes.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

53. User charges for 2010-11 are expected to be higher than the 2009-10 Estimated actual and is mainly due to growth in client numbers and the increase in fees and charges due to CPI.
54. Employee expenses are expected to increase in line with new initiatives as outlined in the Strategic Plan for 2009-2013.
55. Increased interest payable to clients on funds invested in the Common Fund resulting from an increase in the value of the Common Fund.
56. These variances are due to the normal operation of the investments function to meet the strategic asset allocation needs of the Common Fund investments.
57. Variance between 2009-10 Estimated actual and 2010-11 Estimate is due to delay of planned capital spend in 2009-10.
58. Represents the inflow/outflow of client funds from/to external financial institutions for investment purposes.

Administered income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

59. Interest income has been lower than expected due to a reallocation of financial assets.
60. Other revenue represents distributions from other financial investments and the 2009-10 Estimated actual exceeds the 2009-10 Budget due to higher than expected yields from these investments.
61. Expenses are directly related to total revenue. Therefore higher or lower total revenue equates to higher or lower fees.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

62. In 2010-11 there will be a change in the strategic allocation of investments, resulting in higher interest income than was expected in 2009-10 and lower or no distribution income.
63. Expenses are directly related to total revenue. Therefore higher or lower total revenue equates to higher or lower fees.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

64. In 2010-11 there will be a change in the strategic allocation of investments, resulting in higher interest income than in 2009-10 and lower or no distribution income.
65. Expenses are directly related to total revenue. Therefore higher or lower total revenue equates to higher or lower fees.

Administered cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

66. Other inflows represent distributions from investments and the 2009-10 Estimated actual exceeds the 2009-10 Budget due to higher than expected yields from these investments.
67. Expenses are directly related to total revenue. Therefore higher or lower total revenue equates to higher or lower fees.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

68. In 2010-11 there will be a change in the strategic allocation of investments, resulting in higher interest income than was expected in 2009-10 and lower or no distribution income.
69. Expenses are directly related to total revenue. Therefore higher or lower total revenue equates to higher or lower fees.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

70. In 2010-11 there will be a change in the strategic allocation of investments, resulting in higher interest income than in 2009-10 and lower or no distribution income.
71. Expenses are directly related to total revenue. Therefore higher or lower total revenue equates to higher or lower fees.

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Service Delivery Statements

Book 1	Book 2	Book 3	Book 4	Book 5
Department of the Premier and Cabinet Office of the Governor Public Service Commission Queensland Audit Office Department of Community Safety Department of Police Department of Justice and Attorney-General Electoral Commission of Queensland Office of the Ombudsman Public Trust Office	Department of Employment, Economic Development and Innovation Department of Infrastructure and Planning Department of Transport and Main Roads Department of Public Works	Department of Communities Department of Education and Training Department of Health Department of Environment and Resource Management Treasury Department	 Legislative Assembly of Queensland	Appendix – Discontinued performance measures



**Queensland
Government**

State Budget 2010–11

Service Delivery Statements

Book 1

www.budget.qld.gov.au

State Budget 2010–11

Service Delivery Statements

Book 2

2010–11 State Budget Papers

- 1. Budget Speech**
- 2. Budget Strategy and Outlook**
- 3. Capital Statement**
- 4. Budget Measures**
- 5. Service Delivery Statements**

Budget Highlights

This suite of Budget Papers is similar to that published in 2009–10.

The Budget Papers are available online at www.budget.qld.gov.au. They can be purchased through the Queensland Government Bookshop – individually or as a set – by phoning 1800 801 123 or at www.bookshop.qld.gov.au

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Service Delivery Statements

Book 2

ISSN 1445-4890 (Print)

ISSN 1445-4904 (Online)

BOOK 2

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PART 11

Department of Employment, Economic Development and Innovation

Summary of departmental portfolio budgets

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
2-1	Employment, Economic Development and Innovation - controlled	974,818	1,024,163	1,053,535
	Employment, Economic Development and Innovation - administered	461,012	373,785	476,204
2-36	Energy Ombudsman	4,879	4,713	4,943
2-43	Forestry Plantations Queensland Office (FPQO)	30,504	32,905	..
2-50	QRAA	59,655	74,135	20,774
2-58	Australian Agricultural College Corporation	27,725	27,725	25,229
2-65	Tourism Queensland	54,985	78,888	63,700

Note:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Department of Employment, Economic Development and Innovation (DEEDI) has four responsible ministers:

- The Honourable Andrew Fraser MP, Treasurer and Minister for Employment and Economic Development
- The Honourable Stephen Robertson MP, Minister for Natural Resources, Mines and Energy and Minister for Trade
- The Honourable Tim Mulherin MP, Minister for Primary Industries, Fisheries, Rural and Regional Queensland
- The Honourable Peter Lawlor MP, Minister for Tourism and Fair Trading.

STRATEGIC ISSUES

DEEDI is leading the Government's drive to develop a globally competitive, sustainable Queensland economy by ensuring conditions are right for creating and safeguarding Queensland jobs; increasing the uptake of innovation that drives business productivity; attracting investment; supporting Queensland exports and tourism; and developing our regional communities. DEEDI is also responsible for creating an environment that supports fair, safe and equitable business practices that match market and community expectations.

DEEDI has responsibility for the 100,000 jobs by 2012 target, in addition to lead departmental responsibility for *Toward Q2: Tomorrow's Queensland* targets:

- Strong - *Queensland is Australia's strongest economy, with infrastructure that anticipates growth*
- Strong - *Increase by 50 per cent the proportion of Queensland businesses undertaking research and development or innovation*
- Fair - *Halve the proportion of Queensland children living in a household without a working parent.*

DEEDI contributes to the achievement of the following *Toward Q2: Tomorrow's Queensland* targets:

- Smart – *Three out of four Queenslanders will hold trade, training or tertiary qualifications*
- Green – *Cut by one-third Queenslanders' carbon footprint*

DEEDI's contribution to the achievement of these targets is assessed through the set of services standards in the performance statements of this document. The standards are categorised into the following four broad themes:

- diversify and strengthen Queensland's economy
- assist business to respond to challenges and opportunities
- create a business environment that supports success, ethical and responsible business practices
- linking individuals to increase workforce participation and improve labour supply.

The focus for DEEDI in 2010–11 is to:

- *manage the opportunities and impacts of the global economy on Queensland* – improving the diversity and resilience of the State’s economy by focusing on international supply chains and providing the right business environment
- *build on our regionalised economy* – facilitating jobs and population growth in regional areas; encouraging industry expansion; and enabling regional businesses to participate in global supply chains
- *get enough people with the right skills* – improving labour productivity and connecting employment programs to industry growth
- *lift innovation and productivity* – improving the competitiveness of Queensland firms by supporting innovation and driving productivity.

This is to address population growth and demand for resources from China, India and other emerging economies; low levels of labour productivity in Queensland compared to the rest of the nation; reliance on commodity exports and pressure on regional businesses to shift to global supply chains.

2010-11 HIGHLIGHTS

Helping businesses and individuals respond to the economic challenges they face

Queensland businesses compete in some significant sectors, including resources, agriculture, tourism, services and many others. They each face challenges of competition and growth. During 2010-11, DEEDI will continue helping these businesses to get started, to use innovation to become more productive and competitive, to improve their commercial advantage through changed behaviour and the adoption of new ideas, technologies and knowledge by:

- delivering a suite of extension, support and innovation programs for business aimed at increasing their competitive success through:
 - the delivery of innovation programs by partner organisations across many sectors in the economy, including agriculture, manufacturing and employment;
 - providing an opportunity for Queensland business to maximise benefits from the State’s capital program through a new four year agreement (\$2.3 million per year) with QMI Solutions for the operations of the Industry Capability Network;
 - accelerating the revitalisation of agri-science and agricultural extension in the horticulture, sheep and wool, and beef industries; and
 - developing an innovative food policy, to strengthen value chain development, and cement the links between rural economies and consumers.
- modernising and networking DEEDI service delivery by expanding regional services to reflect their comparative advantages of each region; integrating mobile service delivery and implementing the department’s own business improvement projects for ebusiness and online application, renewal and payment processes
- investing \$3.8 million over three years in the Smart Futures Fellowships to support our best and brightest scientific minds.

DEEDI will continue helping businesses expand their domestic and international markets by:

- an integrated approach to trade and investment. A new in-market trade representative will be established in Santiago, Chile
- further developing trading relationships with Papua New Guinea, South Africa, North Asia, China, Africa, and Eastern Europe where food and agricultural exports will be promoted; and strengthening closer relationships with the United Arab Emirates.

DEEDI will target support to industry growth sectors and encourage new investment in Queensland by:

- driving development of Queensland's Liquefied Natural Gas (LNG) industry by working directly with project proponents to individually case manage major LNG projects
- investing \$115 million over five years for a range of solar energy initiatives that will increase support for solar energy, create green jobs, drive community participation in solar programs, and encourage investment in solar technologies, including the Solar Hot Water Rebate scheme which will provide \$1,000 rebates for pensioners/low income earners and \$600 for other Queenslanders for solar hot water systems or heat pumps
- improving the productivity of agriculture and food businesses, which together employ one in eight Queenslanders, through investment in research and adoption of farm management systems and other steps to grow the associated value chains
- allocating \$12.5 million over four years to speed up and streamline government mining and petroleum tenure approval and regulatory processes to help industry get projects up and running faster
- allocating capital investment of \$10.7 million over three years towards the development of a fully integrated electronic tenure management system, as part of the Streamlining Mining and Tenure Approvals initiative
- competitively positioning the tourism sector through delivering the grants targeting product and infrastructure development, including the \$0.5 million Eco-tourism Places Development Grants; \$0.3 million Tourism Projects Pre-feasibility Grants; and the \$0.6 million Minor Tourism Infrastructure Grants Program
- delivering on the three year \$36 million commitment to help the \$9.2 billion tourism industry counteract the impact of the Global Financial Crisis.

DEEDI will assist individuals improve job opportunities by:

- providing more than 24,000 Queenslanders, who are jobless or under-employed, with job-related assistance and skills training under the Skilling Queenslanders for Work initiative. This initiative incorporates the three-year, \$57 million, Green Army commitment to provide 3,000 jobs in Queensland and the Rapid Response Teams initiative supporting retrenched workers to transition to new employment.

DEEDI will help to grow knowledge intensive industries and support the discovery and application of knowledge and technologies to improve business outcomes by:

- providing \$33.3 million through the Innovation Building Fund for key research infrastructure including Queensland University of Technology (QUT) Science, Technology, Engineering and Mathematics Institute, Queensland Tropical Health Alliance including a node at James Cook University's Cairns campus, the Tropical Science and Innovation precinct at James Cook University and the Smart Water Research facility at Griffith University
- providing \$6.5 million through the Smart Futures Fund for university research organisations under the Queensland National and International Research Alliances Program (NIRAP) and Research-Industry Partnerships Program (RIPP)
- providing \$4 million towards the National Collaborative Research Infrastructure Strategy that will leverage funding from the Australian Government and Queensland universities
- allocating \$25.9 million towards the construction of the Smart State Medical Research Centre which will provide world-class health and medical research infrastructure with an estimated completion date of 2012-13

- designing and implementing an agri-science, extension and skills strategy focussed on accelerated adoption and change management
- developing policies to facilitate the launch of bio-based industrial enterprises, including advanced bio-fuels.

DEEDI will help communities to develop local solutions to priority needs by:

- providing \$7.5 million over four years to support economic development projects across six regions through the Queensland Regional Development Initiative
- aligning regional service delivery with regional needs and opportunities reflective of regional economies.

Creating the conditions for business success

DEEDI will strive to strengthen regional and the Queensland economies for the future through:

- investing \$18 million over four years in the Greenfields 2020 program to target under-explored geological terrains which have the potential to develop into major new mineral and energy resource provinces for Queensland
- continuing to implement the Sustainable Resource Communities Policy, including monitoring distribution of \$23.6 million for the Surat Basin region and \$10.1 million for the Bowen Basin region for economic and social infrastructure projects
- enhancing the service delivery capacity of the Petroleum Gas Inspectorate with additional petroleum and gas inspectors across the regions to manage the risks and hazards of new industry sectors such as LNG
- completing the \$377.9 million Ecosciences Precinct and the Health and Food Sciences Precinct to provide Queensland with world-class research facilities to support the application of knowledge and new technologies by businesses
- investing \$17.5 million in beef research infrastructure which includes a new 4,000 head beef research and development facility in the dry tropics as part of the 2020 Beef Plan growing Queensland's \$3.4 billion beef industry
- delivering the Racing Industry Capital Development Scheme which will provide over \$80 million over four years for the Queensland Racing Industry
- supporting Tourism Queensland to implement the Queensland Tourism Action Plan to 2012 by:
 - establishing a tourism attraction program to attract investment for tourism products and infrastructure in Queensland;
 - tourism development in regional planning; and
 - finalising the State-wide needs analysis and economic assessment of the mega and smaller expedition, adventure/boutique cruise ship markets.

DEEDI will continue to protect human health, social amenity, business integrity, the environment and economic growth through:

- \$3.5 million to deliver the Biosecurity Strategy and a single Biosecurity Bill to protect the State's industry from invasive pests and diseases
- an additional \$3 million, to be matched by the Australian Government, to maintain the National Red Imported Fire Ant Eradication Program for 2010-11
- advocating joint responsibility for the economic development and sustainability of Queensland's \$459 million fisheries industry as detailed in the Fisheries Strategy
- reducing the harm to individuals, families and the community through liquor and gambling regulatory initiatives, including contributing to any nationally agreed approaches to harm minimisation.

DEEDI will continue to work to ensure Queensland's economy is competitive on the world stage and seen as an attractive place to invest by:

- creating a potential 18,000 new jobs in future years through the development of the LNG industry
- releasing the generic Cumulative Growth Management Framework as the basis for making transparent the cumulative impacts of major projects in resource regions to better inform the decision making process on issues including infrastructure provision, skills requirements and service delivery.

In delivering on these two focus areas, DEEDI will work to strengthen Queensland's regions by capitalising on their unique competitive strengths, laying the foundation for a regionalisation strategy.

RECENT ACHIEVEMENTS

Helping businesses and individuals respond to the economic challenges they face

During 2009-10, DEEDI provided assistance to businesses to start operations, continue to innovate, and implement new technologies by:

- continuing to support economic growth and innovation in business by provision of financial incentives to eight companies to the value of \$1.5 million through the Business and Industry Transformation Incentives scheme.

DEEDI undertook trade and market development, supported promotions, developed relationships and conducted marketing campaigns during 2009-10, with:

- over 400 exporter development seminars and workshops, trade shows and exhibitions across the State and overseas, including major trade missions supported by Trade Queensland's global network in 16 overseas locations
- Export Week 2009, incorporating the Premier of Queensland's Export Awards, providing a range of State-wide activities to support and continue to grow Queensland businesses exporting to the world. Over 3,000 business representatives attended.

DEEDI continued to support business and trade investment to Queensland by targeting support to businesses in growing industry sectors by:

- delivering the Blueprint for Queensland's LNG Industry which includes a focus on royalties, beneficial use of produced water, security of domestic gas supply, management of groundwater impacts and case management of the permitting processes associated with major projects for the LNG industry
- developing and implementing the \$36 million *Tourism Action Plan to 2012*, in partnership with Tourism Queensland to protect and support tourism jobs
- assisting 1,220 Queensland small-to-medium size manufacturing companies by March 2010, through State Government-funded support programs delivered by QMI Solutions
- advancing the Biopharmaceuticals Australia scale-up manufacturing facility
- increasing exports in the creative industries sector (HEAT)
- putting the infrastructure in place and providing expert advice to help business by delivering on the *ICT for Tomorrow's Queensland* strategy

- assisting nine mining industry companies complete 11 projects, under the Collaborative Drilling Initiative, with grant funding of \$0.93 million
- identifying 32 drilling sites, under the Coastal Geothermal Energy initiative, as possible sources of hot rocks to increase production of geothermal energy.

DEEDI continued to attract investment to Queensland by:

- continuing the implementation of Invest Queensland's investment attraction strategy, securing new investment in key sectors
- securing 1,060 new construction jobs and protecting 2,173 existing jobs in the coal, minerals and coal seam gas industries through case management of eight projects to approval. Additionally, preliminary approvals have been facilitated for other projects to secure investment in Queensland of up to \$625 million.

During 2009-10, a key focus for DEEDI was securing jobs and improving participation in the labour force by:

- delivering programs under the Skilling Queenslanders for Work initiative. At 31 March 2010:
 - 7,231 people were provided with intensive customised assistance under the Community Employment and Infrastructure Program;
 - Queensland's Green Army created 684 full-time jobs through paid work placements of up to six months and green traineeships of 12 months duration; and
 - Participate in Prosperity provided intensive case management and other assistance to 283 people from low-socio economic households to help them more easily access government services, develop skills and ultimately enter the workforce.
- coordinating Rapid Response Teams to support retrenched workers. A total of 79% of displaced workers who were registered for assistance for 30 days or more had returned to work while a further 19% indicated they no longer needed assistance
- assisting 1,527 firms in financial difficulty (as at 23 April 2010) to develop plans to retain or increase their workforces through the Jobs Assist Program
- supporting the Australian Agricultural Colleges Corporation to implement the Reconnecting Agricultural Education initiative and provide training and skilled services to industry needs.

Science and technology development in DEEDI continued by:

- providing significant investment in agri-science and related development
- leading, in partnership with industry, the design of the national framework for agricultural research and development
- creating a Science and Training Precinct for Horticulture in the Bundaberg region through a whole of government partnership with industry
- strengthening tropical food and fibre research and development in partnership with Queensland universities, including, the University of Queensland (UQ) through the establishment of the Queensland Alliance for Agriculture and Food Innovation, and James Cook University.

Creating the conditions for business success

Queensland's regions enjoy diverse and increasingly vibrant economies. During 2009-10, DEEDI continued to strengthen support for businesses in regions and help them to prepare for the future through:

- implementing the \$100 million Sustainable Resource Communities Policy to help resource communities manage the impacts of resource development, including monitoring the distribution of funding for economic and social infrastructure projects
- launching the new Solar Hot Water Rebate Scheme to help Queenslanders save money on their electricity bills
- providing \$2.3 million to build the capacity of rural and regional communities including the delivery of projects and activities under the Our Place Our Future funding program
- the next phase of the Blueprint for the Bush initiative to ensure the livability, sustainability and prosperity of rural and remote communities
- continuing to provide support for the activities of a wide range of community groups through the Gambling Community Benefit Fund and the Jupiters Casino, Breakwater Island Casino and Reef Hotel Casino community benefit funds.

DEEDI continued to ensure business and community interests are looked after through regulatory reform, developing industry solutions, risk reduction and resource management by:

- making bodies corporate more accountable and transparent
- amalgamating the three current racing industry control bodies to strengthen the industry and increase return of their revenues
- introducing responsible gambling initiatives including mandatory training to hotel and club staff and a voluntary roll-out of card-based pre-commitment gaming technology to hotels and clubs
- progressing the Queensland Government response to the Council of Australian Governments (COAG) reforms in the areas of Australian Consumer Law, Trade Measurement, Consumer Credit, Personal Property Securities and national licensing initiatives
- progressing legislation that will contribute to a single national law for all Australians for the regulation of consumer credit which also reduces the regulatory burden for business
- streamlining the development of new regulations and reducing unnecessary regulatory burden on businesses, community and government
- progressing legislation for a single national register to replace approximately 40 registers across the country recording security interests in personal property; finalised legislation and the transition of staff to the Australian Government for a single national trade measurement system from 1 July 2010
- setting the direction for the future of fisheries by adopting a collaborative approach with industry as outlined in the *Queensland Fisheries Strategy 2009-2014*
- delivering new ecotourism infrastructure on or near protected areas under the *Tourism Action Plan to 2012* to grow Queensland's tourism sector.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

DEEDI is leading the State Government's drive to develop a globally competitive, sustainable Queensland economy. Our core services are:

Employment and Economic Development (EED) which focuses on employment services, economic policy and strategies, encouraging innovative business activity to create high value jobs, and assisting Queensland companies in accessing overseas markets.

Mines, Energy and Manufacturing (MEM) which drives industry development in mining, energy and manufacturing industries. It also protects the safety and health of workers employed in the mining, quarrying, explosives, petroleum and gas industries; and facilitate clean energy developments and the growth of the clean energy sector.

Agriculture, Food, Tourism and Regional Services (AFTRS) which drives industry development in agriculture, food and tourism and provides services to regional Queensland. It also manages our fisheries resources and biosecurity threats.

Liquor, Gaming, Racing and Fair Trading (LGRFT) which provides a modern, proactive regulatory and consumer protection environment across the liquor, gaming, racing and general services sectors. It encourages marketplace and industry integrity fostering business and consumer confidence while implementing initiatives that minimise harm from liquor and gambling and educating and protecting vulnerable consumers.

DEEDI's transition from "outputs" to "services" is summarised as follows:

2009-10 Outputs	2010-11 Services
Employment, Industry Development and Innovation:	
<i>Industry and Regional Development</i>	Employment and Economic Development
<i>Employment Initiatives</i>	Employment and Economic Development
Trade Queensland:	
<i>International Trade Development</i>	Employment and Economic Development
Mines and Energy:	
<i>Policy and Tenures Services</i>	Mines, Energy and Manufacturing
<i>Safety and Health Services</i>	Mines, Energy and Manufacturing
<i>Technology, Resources and Energy Services</i>	Mines, Energy and Manufacturing
<i>Clean Energy Services</i>	Mines, Energy and Manufacturing
Queensland Primary Industries and Fisheries	
<i>Primary Industries Development</i>	Agriculture, Food, Tourism and Regional Services
<i>Biosecurity</i>	Agriculture, Food, Tourism and Regional Services
<i>Fisheries</i>	Agriculture, Food, Tourism and Regional Services
<i>Rural and Regional Communities Services</i>	Agriculture, Food, Tourism and Regional Services
Tourism, Office of Fair Trading and Office of Liquor, Gaming and Racing	
<i>Liquor, Gaming and Racing</i>	Liquor, Gaming, Racing and Fair Trading
<i>Fair Trading (including Tourism)</i>	Liquor, Gaming, Racing and Fair Trading (and Agriculture, Food, Tourism and Regional Services)

STAFFING¹

Service	Notes	2009-10 Adjusted Budget	2009-10 Est. actual	2010-11 Estimate
Services^{2,3}				
Employment and Economic Development	4,8	784	794	815
Mines, Energy and Manufacturing	5,9	783	813	822
Agriculture, Food, Tourism and Regional Services	6,10	2,838	3,018	2,816
Liquor, Gaming, Racing and Fair Trading	7,11	800	716	708
Total services		5,205	5,341	5,161
Total		5,205	5,341	5,161

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Corporate FTEs are allocated across the services to which they relate.
3. The 2009-10 Adjusted Budget FTEs have been recast to reflect resource movements between services.
4. The increase in the Employment and Economic Development 2009-10 Estimated actual FTEs above the 2009-10 Adjusted Budget is largely attributable to the establishment of the Shanghai World Expo Project.
5. The increase in the Mines, Energy and Manufacturing FTEs between the 2009-10 Adjusted Budget and 2009-10 Estimated actual is largely due to resource increases in tenure administration and renewable energy projects.
6. The increase in the Agriculture, Food, Tourism and Regional Services 2009-10 Estimated actual FTEs over the 2009-10 Adjusted Budget is primarily due to funding and personnel for the National Red Imported Fire Ant Eradication Program (NRIFAEP).
7. The reduction of FTEs between the 2009-10 Adjusted Budget and the 2009-10 Estimated actual reflects settled figures following the transfer of the Office of Fair Trading and the Office of Liquor, Gaming and Racing into DEEDI as a result of the March 2009 Machinery of Government changes.
8. The increase in the Employment and Economic Development FTEs between the 2009-10 Estimated actual and the 2010-11 Estimate can be largely attributed to staff expected to return from secondments and temporary projects.
9. The increase in the Mines, Energy and Manufacturing FTEs between the 2009-10 Estimated actual and the 2010-11 Estimate reflects an increase in service delivery capacity in tenure administration and additional Gas and Petroleum inspectorate staff. This is offset by a reduction in FTEs due to projects being finalised on 30 June 2010.
10. The decrease in the Agriculture, Food, Tourism and Regional Services FTEs between the 2009-10 Estimated actual and the 2010-11 Estimate is mainly due to FTEs being excluded for the NRIFAEP because funding is still being negotiated and has not been approved by the Ministerial Council.
11. The decrease between the 2009-10 Estimated actual and the 2010-11 Estimated FTEs is largely due to the transfer of Trade Measurement officers to the Australian Government from 1 July. The decrease is partially offset by filling of vacant positions and additional FTEs for club gaming machine cap activities.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Employment and Economic Development	352,352	293,866	3,777	115	57,533
Mines, Energy and Manufacturing	207,034	193,390	13,378	..	266
Agriculture, Food, Tourism and Regional Development	372,992	306,700	18,224	3,988	44,080
Liquor, Gaming Racing and Fair Trading	121,157	52,422	10,904	..	57,760
Total	1,053,535	846,378	46,283	4,103	159,639

Note:

1. Explanations of variances are provided in the financial statements.

ADMINISTERED ITEMS

DESCRIPTION

Business names

The *Business Names Act 1962* requires a person who carries on a business under a name, other than their own name, to register the name. The purpose of registration is to enable the public to search the register to determine who is actually carrying on business under the name in the event of a dispute or court action.

Community Service Obligation Transactions

Under the *Electricity Act 1994*, electricity retailers must charge customers who have not entered into market contracts for their electricity supply at Notified Prices determined in accordance with the Act. The Notified Prices for customers of a particular customer class are uniform across the State.

The supply of electricity to customers in regional and remote parts of Queensland generally involves costs which are significantly higher than what the retailer can cover under the Notified Prices due mainly to the vast electricity grid required to serve these customers. Through an appropriation administered by the department, the Government provides Community Service Obligation payments to Ergon Energy Queensland Pty Ltd, the electricity retailer responsible for supplying the non-market customers in regional Queensland.

Forestry Plantations Queensland

Funding has been provided to Forestry Plantations Queensland (FPQ) up to 30 June 2010 to assist the establishment of new hardwood plantations to meet the State's commitments under the South East Queensland Forests Agreement and the Western Hardwoods Plan. This initiative involves the establishment of 20,000 hectares of hardwood plantations by 2025 when public native forest logging will cease. This resource will help the timber industry to transition to a predominately plantation-based resource. The terms of sale of FPQ impose completion of this program as a contractual obligation on the new owner, with no additional payments from the State Government being required.

Mineral and Petroleum Rentals

Annual rent is collected on various permits, authorities, licences and leases issued under the *Mineral Resources Act 1989*, the *Petroleum Act 1923* and the *Petroleum and Gas (Production and Safety) Act 2004*.

Mineral and Petroleum Royalties

Royalty revenue payable under the *Mineral Resources Act 1989*, the *Petroleum and Gas (Production and Safety) Act 2004* is collected from the mineral and petroleum industries. Recent changes to the *Petroleum and Gas (Production and Safety) Regulation 2004* allow for the Minister to make decisions in relation to the values of certain components that comprise the wellhead value of petroleum on which royalty is calculated.

Office of Liquor and Gaming Regulation

Total revenue earned through the administration of Acts within the department's jurisdiction is expected to be \$35.3 million in 2010-11. This primarily relates to:

- rent of casino buildings of \$2.5 million
- liquor and gaming licensing fees of \$31.4 million
- fines and forfeitures of \$1.4 million.

PAMDA Trust Account interest

Under the *Property Agents and Motor Dealers Act 2000*, real estate agents must put deposits, rent and purchase money for transactions into a general trust account. To a lesser extent, this also applies to motor dealers, auctioneers and commercial agents. There are approximately 6,500 trust accounts held across 16 financial institutions in Queensland.

PAMDA Claim Fund

The *Property Agents and Motor Dealers Act 2000* enables consumers to make a claim for compensation if they suffer a financial loss due to certain actions or omissions by a real estate agent, motor dealer, auctioneer or commercial agent.

Approximately \$1.5 million is received in administered appropriation each year for the Property Agents and Motor Dealers' (PAMD) Claim Fund to provide redress to consumers who suffer financial loss because a licensee contravenes a claimable offence under the Act. Any unused balance is returned to the Consolidated Fund.

Petroleum and Gas Safety and Health Fees

Safety and health services are provided to the petroleum and gas industries in Queensland under the *Petroleum and Gas (Production and Safety) Act 2004*. These fees are for audit and inspection services and are collected from industry to recover the full cost of these services.

Property agents and motor dealer licensing

Persons who carry on business as a real estate agent, motor dealer, auctioneer or commercial agent are required to meet qualification and suitability requirements to hold a licence. Their employees who undertake similar functions are required to be registered.

QRAA

The department provides funding to QRAA (formerly Queensland Rural Adjustment Authority) for the administration of Exceptional Circumstances and various other assistance schemes to foster the development of a more productive and sustainable rural and regional sector in Queensland.

Register of Encumbered Vehicles – REVS

The *Motor Vehicles and Boats Securities Act 1986* fulfils two purposes:

- it provides a mechanism for financiers to record their priority in relation to a security interest against a motor vehicle, boat or outboard motor, over a competing financier that may also hold a security interest against the same chattel
- it also provides financiers, motor dealers and consumers with a searchable public register to check if a particular motor vehicle, boat or outboard motor is the subject of a security interest.

Resource Tenure Application Processing Fees

Revenue is collected for resource tenure applications and associated dealings under the *Mineral Resources Act 1989*, the *Petroleum and Gas (Production and Safety) Act 2004*, the *Petroleum Act 1923*, the *Geothermal Exploration Act 2004*, and the *Greenhouse Gas Storage Act 2009*. A Review of these dealing fees has been undertaken to better reflect the costs associated with providing these services to the resources industry.

Royal Society for the Prevention of Cruelty to Animals

Capital grant funding has been provided to the Royal Society for the Prevention of Cruelty to Animals for the construction of its new facility at Wacol.

Safety and Health Services Levy

Safety and health services are provided to the mining and quarrying industries in Queensland under the *Coal Mining Safety and Health Act 1999* and the *Mining and Quarrying Safety and Health Act 1999*. These services include:

- safety inspections and audits
- investigation of mining and quarrying accidents
- collection and reporting of safety and health statistics
- provision of health and safety mentoring and advice
- collection and maintenance of mining employee health records
- dissemination of mining, quarrying and explosives products safety and health standards
- research, development, and training in mining and quarrying safety and health.

These safety and health regulatory compliance services are undertaken to assist industry to achieve its target of ‘zero harm’. The department collects a levy from industry to recover the cost of these services.

Smart State Research Facilities Fund

The Smart State Research Facilities Fund (SSRFF) supports the establishment of world-class science and technology infrastructure in Queensland to promote specialised research and to foster partnerships between industry, the research sector, and government. Agreements to fund SSRFF projects provide a return to the State over the term of the funding agreement (usually 30 years).

Tourism Queensland

The department provides a grant to Tourism Queensland to ensure the ongoing development of a strong, vibrant and sustainable tourism industry in Queensland. For information on this administered item, please refer to the separate section for Tourism Queensland.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est	2009-10 Est. actual	2010-11 Target/est
Service: Employment and Economic Development				
<i>Diversify and strengthen Queensland's economy</i>				
Estimated value of additional capital attracted to Queensland as a result of DEEDI investment and business development assistance	1	New measure	New measure	\$740 million
Value of new exports generated by businesses assisted by DEEDI	1	New measure	New measure	\$490 million
Estimated value of efficiency savings or new business generated by businesses assisted by DEEDI	1	New measure	New measure	\$56 million
<i>Major projects and initiatives driving the continued development of Queensland's economy progress on schedule</i>				
Achievement of major project milestones on strategic projects	1	New measure	New measure	25
<i>Create a business environment that supports success, ethical and responsible business practices</i>				
<i>Continuously improve business legislative and regulatory frameworks</i>				
Pieces of legislation and regulatory frameworks reviewed and reformed	1	New measure	New measure	26
<i>Open and transparent government policy and planning processes</i>				
Proportion of stakeholders who have a high level of satisfaction with DEEDI consultative and engagement processes	1,3	New measure	New measure	65% - 80%
Consultative and engagement forums held with industry and community stakeholders	1	New measure	New measure	160
<i>Assist business to respond to challenges and opportunities</i>				
<i>Accelerated business innovation</i>				
Client businesses implementing new or improved practices, processes, systems, products and technologies as a result of DEEDI funded innovation and capacity development activities	1,3	New measure	New measure	45% - 60%
Proportion of assisted firms reporting improved performance following DEEDI funded innovation and capacity development activities	1,3	New measure	New measure	45% - 60%

Service standards	Notes	2009-10 Target/est	2009-10 Est. actual	2010-11 Target/est
Structured business capacity building programs and activities helping businesses improve their performance and access opportunities	1	New measure	New measure	1,400
<i>Level of engagement with Queensland businesses</i>				
Participants in structured development activities	1	New measure	New measure	12,000
Significant one-on-one business consultations undertaken	1	New measure	New measure	2,800
Information transactions and packages provided to business <i>Connecting businesses to opportunities</i>	1	New measure	New measure	9,800
Number of businesses involved in DEEDI facilitated alliances, partnerships, industry networks, supply chains, clusters etc	1	New measure	New measure	1,400
Number of businesses assisted to export or expand market share	1	New measure	New measure	3,300
Number of targeted and qualified leads for Queensland businesses generated through DEEDI overseas trade missions and other trade and export development activities	1	New measure	New measure	470
<i>Targeted investment to grow Queensland's science, technology and research capabilities as a critical foundation of the State's competitiveness in the global marketplace</i>				
Value of private and public sector expenditure on R&D derived from DEEDI activities:				
• 'Hard' infrastructure (Buildings, precincts, equipment etc)	1	New measure	New measure	\$260 million
• Funding leveraged from other sources supporting Queensland Government funding of 'hard' infrastructure	1	New measure	New measure	\$160 million
• 'Soft' infrastructure (Human capital, skills, software etc)	1	New measure	New measure	\$100 million
• Funding leveraged from other sources supporting Queensland Government funding of 'soft' infrastructure	1	New measure	New measure	\$70 million
<i>Linking individuals to increase workforce participation and improve labour supply</i>				
<i>Gaining skills and becoming work ready</i>				
People assisted	1	New measure	New measure	19,000
People who are in employment or training 12 months after receiving assistance	1	New measure	New measure	60 – 65%

Service standards	Notes	2009-10 Target/est	2009-10 Est. actual	2010-11 Target/est
Average cost per funded participant of the employment assistance package required to make participants job ready	1	New measure	New measure	\$4,400
<i>Businesses employ and retain apprentices and trainees</i>				
Apprentices and trainees supported	1	New measure	New measure	5,000
Indigenous people who are in employment or training 12 months after receiving culturally appropriate mentoring and support	1	New measure	New measure	50-55%
Subsidised apprentices and trainees who are in employment or training 12 months after receiving assistance	1	New measure	New measure	80%
State contribution (\$000)	8	276,790	290,370	293,866
Other revenue (\$000)	9	77,859	37,747	61,425
Total cost (\$000)	10	314,416	325,373	352,352

Service: Mines, Energy and Manufacturing

Diversify and strengthen Queensland's economy

Value of new exports generated by businesses assisted by DEEDI 1 New measure New measure \$770 million

Estimated value of efficiency savings or new business generated by businesses assisted by DEEDI 1 New measure New measure \$40 million

The exploration and mining sectors can access strategic geoscientific information to assist them to target and accelerate their exploration efforts and discover new mineral and energy resources

Level of investment in exploration by the mineral and energy sectors 1 New measure New measure \$750 million

Value of collaborative government – industry research programs attracted 1 New measure New measure \$10 million

Major projects and initiatives driving the continued development of Queensland's resources, energy and mining sectors progress on schedule

Achievement of major project milestones on strategic projects 1 New measure New measure 3

Establish pathways for business, industry and government to collaborate locally, nationally and internationally to develop and demonstrate world class initiatives in renewable energy, demand side management and energy efficiency

Strategic partnerships maintained by the Office of Clean Energy 1 New measure New measure 16

Initiatives implemented/projects facilitated by the Office of Clean Energy that will contribute towards increased investment in Queensland's renewable energy generation and fuels capacity 1,4 New measure New measure 20

Service standards	Notes	2009-10 Target/est	2009-10 Est. actual	2010-11 Target/est
Relative reduction in peak electricity demand derived from targeted energy conservation and demand management initiatives	1	New measure	New measure	35 MW
<i>Limit harm arising from abandoned mine sites</i>				
Percentage of abandoned mines land program priority projects completed within scheduled timeframes	2	90%	90%	90%
Create a business environment that supports success, ethical and responsible business practices				
<i>Continuously improve business legislative and regulatory frameworks</i>				
Pieces of legislation and regulatory frameworks reviewed and reformed	1	New measure	New measure	30
<i>Stakeholders can actively participate in open and transparent government planning, policy and decision making processes</i>				
Consultative and engagement forums with industry and community stakeholders facilitated by DEEDI	1	New measure	New measure	150
<i>Industry has predictability and certainty when investing in new exploration and production</i>				
Percentage of 'intention to grant' of new exploration permits issued within 180 business days of the date of lodgement	2	90%	90%	90%
Proportion of new production tenure applications granted within timelines agreed between DEEDI and industry proponents	1	New measure	New measure	90%
<i>Queensland's mining, petroleum and gas and energy sectors operate in an ethical, fair, safe, healthy and equitable manner which reflects community expectations</i>				
Level of compliance with energy regulatory and shareholder service requirements by energy retailers, distributors and generators	1	New measure	New measure	100%
Percent reduction in the total injury frequency rate in the mining and quarrying industries	1	New measure	New measure	3%
<i>High levels of compliance with regulatory requirements / standards for mining, quarrying, explosives and petroleum and gas, safety and health</i>				
Proportion of corrective/ compliance requests identified through inspection and auditing programs closed out within target timeframe	2	90%	87%	90%
Value of exports of knowledge-intensive goods and services (SMTARS)	2	\$6.9 million	\$6.9 million	\$7 million

Service standards	Notes	2009-10 Target/est	2009-10 Est. actual	2010-11 Target/est
Percent of scheduled and legislative audits, inspections and investigations completed within prescribed times	1	New measure	New measure	90%
<i>Assist businesses to respond to respond to challenges and opportunities</i>				
<i>Accelerate business innovation</i>				
Client businesses implementing new or improved practices, processes, systems, products and technologies as a result of DEEDI funded innovation and capacity development activities	1	New measure	New measure	80%
Proportion of assisted firms reporting improved performance following DEEDI funded innovation and capacity development activities	1	New measure	New measure	70%
Structured business capacity building programs and activities delivered	1	New measure	New measure	500
<i>Level of engagement with Queensland businesses</i>				
Participants in structured development activities	1	New measure	New measure	5,000
Significant one-on-one business consultations undertaken	1	New measure	New measure	8,400
Information transactions and packages provided to business	1	New measure	New measure	119,000
State contribution (000)	11	172,226	172,324	193,390
Other revenue (\$000)		15,882	17,639	13,644
Total cost (\$000)	11	188,108	189,963	207,034

Service: Agriculture, Food, Tourism and Regional Services

Diversify and strengthen Queensland's economy

Estimated value of efficiency savings or new business generated by businesses assisted by DEEDI	1	New measure	New measure	\$26 million
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Major projects and initiatives driving the accelerated development of Queensland's agriculture, food and tourism industries

Achievement of major project milestones on strategic projects	1	New measure	New measure	25
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Create a business environment that supports success and responsible business practices

Continuously improve business legislative and regulatory frameworks

Pieces of legislation and regulatory frameworks reviewed and reformed	1	New measure	New measure	68
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Service standards	Notes	2009-10 Target/est	2009-10 Est. actual	2010-11 Target/est
<i>Open and transparent government policy and planning processes</i>				
Proportion of stakeholders who have a high level of satisfaction with DEEDI consultative and engagement processes	1,3	New measure	New measure	70% - 80%
Consultative and engagement forums held with industry and community stakeholders	1	New measure	New measure	150
Integrated Development Assessment Scheme responses completed within statutory timeframes:				
• local government planning schemes	2	90	150	100
• development assessment applications	2,5	950	626	700
<i>Protecting Queensland's economy, environment and way of life from harmful pests and diseases</i>				
Market access for Queensland agricultural products maintained or re-opened by negotiation, certification or additional surveillance	1	New measure	New measure	100%
Risk management and surveillance strategies implemented under national biosecurity obligations:				
• risk management strategies	1	New measure	New measure	9
• surveillance strategies	1	New measure	New measure	100%
Significant new biosecurity incidents responded to in accordance with national standards	1	New measure	New measure	100%
Business accreditations maintained to facilitate market access	2	94,900	74,350	94,000
<i>Queensland's fisheries sector operates in a sustainable and equitable manner which reflects community expectations</i>				
Proposed Queensland fisheries accredited for export accreditation	2	21	21	21
Queensland fish species assessed as being sustainably fished	1	New measure	New measure	21
Percentage of overall compliance with fisheries laws	2	93%	95%	93%
Beaches covered by the Shark Control Program	2	85	85	85
<i>Assist business to respond to challenges and opportunities</i>				
Business impacted by natural disasters and other emergencies assisted and supported	1	New measure	New measure	6,800

Service standards	Notes	2009-10 Target/est	2009-10 Est. actual	2010-11 Target/est
<i>Accelerated business innovation</i>				
Client businesses implementing new or improved practices, processes, systems, products and technologies as a result of DEEDI funded innovation and capacity development activities	1,3	New measure	New measure	60% - 70%
Proportion of assisted firms reporting improved performance following DEEDI funded innovation and capacity development activities	1,3	New measure	New measure	60%
<i>Accelerate agriculture, food and tourism business growth through internationally competitive science, innovation and extension</i>				
Innovative technologies developed through revolutionary R&D	2	8	8	8
Improved production efficiency systems, standards and tools delivered	2,6	62	48	55
Improved varieties, cultivars and commercial parent lines developed	2,6	21	17	20
Collaborative research and development partnerships established	1	New measure	New measure	200
Training and extension activities supporting innovation adoption:				
• number of activities delivered	1	New measure	New measure	700
• number of participants engaged	1	New measure	New measure	6,700
<i>Accelerate the growth of Queensland industries through promotional activities and access to information to inform business decisions</i>				
Number of promotion activities profiling Queensland agriculture, food and tourism businesses	1	New measure	New measure	26
Number of significant one-on-one business consultations undertaken	1	New measure	New measure	9,000
Information transactions and packages provided to business	1	New measure	New measure	274,000
Business Information Centre enquiries	2	100,000	95,000	100,000

Service standards	Notes	2009-10 Target/est	2009-10 Est. actual	2010-11 Target/est
<i>Connecting businesses to opportunities</i>				
Number of businesses involved in DEEDI facilitated alliances, partnerships, industry networks, supply chains, clusters etc	1	New measure	New measure	1,200
State contribution (\$000)	12	301,405	313,951	306,700
Other revenue (\$000)	13,14	72,888	90,725	66,292
Total cost (\$000)	13,14	374,293	404,676	372,992

Service: Liquor, Gaming, Racing and Fair Trading

Create an environment that supports success, ethical and responsible business and industry practices

Business and industry operate in an ethical, fair, safe and equitable manner that matches community expectations: Create and maintain an environment that protects consumers and industry participants with a focus on major or systematic risks and vulnerable people

Proportion of licensing applications and registration services processed within timeframes established in service delivery standards	1	New measure	New measure	90%
Percentage of decisions upheld on appeal	1	New measure	New measure	70%
Proportion of audit, probity and inspection activities completed in accordance with annual program targets	1	New measure	New measure	90%
Proportion of investigations completed within timeframes established in service delivery standards	1	New measure	New measure	75%
Proportion of complaints/conciliations resolved within timeframes established in service delivery standards	1	New measure	New measure	85%

Create an environment that supports success, ethical and responsible business and industry practices

Reduce harm – raise awareness, influence attitudes, responsible behaviours, provide safety net

Social marketing campaigns achieve the expected level of awareness in target audiences	1,7	New measure	New measure	75%
Proportion of disputes/conciliations satisfactorily finalised	1	New measure	New measure	80%
Consumer redress facilitated by the Office of Fair Trading		New measure	New measure	\$3 million

Service standards	Notes	2009-10 Target/est	2009-10 Est. actual	2010-11 Target/est
Proportion of Indigenous communities subject to alcohol restrictions where community development activities are completed in accordance with annual program targets	1	New measure	New measure	85%
State contribution (\$000)		51,529	51,126	52,422
Other revenue (\$000)	15	46,349	52,902	68,664
Total cost (\$000)	15	98,001	104,151	121,157

Notes:

- A service standard is considered to be a 'New measure' where the service standard is:
 - completely new (that is, has no correlation to any of the 2009-10 measures); or
 - may be similar in wording to a 2009-10 measure but a 'material' change has occurred. Changes are considered to be 'material' where 2009-10 data will no longer be directly comparable to 2010-11 data. 'Material' changes may be the result of changes to reporting methodology or where the scope of the service standard has been expanded to cover additional business areas not previously contributing to the measure.
- These service standards are considered to be either 'amended' or 'carry over' measures based on the following:
 - a service standard is considered to be an 'Amended measure' where 'non-material' changes have occurred. Changes are considered to be 'Non material' where the wording of a measure has changed but the reporting methodology/ scope of the measure remains consistent with 2009-10.
 - a service standard is considered to be a 'carry over' measure where 2010-11 service standard is identical in wording, scope and reporting methodology to the 2009-10 measure.
 - for these measures, the 2009-10 Target/est. and the 2009-10 Estimated actual have been provided in the performance statement table above.
- No historic or baseline data is available to inform target setting for these new service standards. A diverse number of business areas contribute to these new measures and the target reflects the minimum range of performance expected. During 2010-11, DEEDI will collect baseline data which can be used to set more specific targets for these measures in 2011-12.
- This standard has been amended to reflect initiatives/projects facilitated by the Renewable and Alternative Fuels activities transferred to the Office of Clean Energy.
- The 2010-11 Target /est. has decreased to better reflect the expected demand for this service.
- The decline in the 2009-10 Estimated actual reflects delays in the implementation and completion of projects. Some recovery in target levels is forecast for 2010-11 but due to the implementation phase of projects, targets are below the previous year's targets.
- Each social marketing campaign for liquor and gaming will have individual expected levels of awareness set depending on the target market and media channels used.
- The increase in the 2009-10 Estimated actual and the 2010-11 Target/est. compared to the 2009-10 Target/est. is increased service revenue to offset the 1/3 write-down and fair value adjustment of loans provided under the Innovation Building Fund.
- The decrease in the 2009-10 Estimated actual and the 2010-11 Target/est. compared to the 2009-10 Target/est. is primarily due to a change in accounting recognition for contributions received from the CSIRO for the Ecosciences and Health and Food Sciences Precincts. It is offset by increased revenue provided for the construction of the Smart State Medical Research Centre (SSMRC) from the Estates Construction Fund in the 2010-11 Target/est.
- The increase in the 2010-11 Target/est. compared to the 2009-10 Target/est. and 2009-10 Estimated actual is mainly due to increased payment to the SSMRC, additional funding for Jobs Assist initiatives and the Smart Futures Fund and an increased 1/3 write-down and fair value of loans provided under the Innovation Building Fund.
- The increase in the 2010-11 Target/est. compared to the 2009-10 Target/est and the 2009-10 Estimated actual is mainly due to additional funding for the new Mining Exploration Greenfields 2020 program, Petroleum and Gas Inspectors and Streamlining Mining Tenure Approvals processes, and a realignment of funding for the Queensland Renewable Energy Fund and the Queensland Smart Energy Savings Fund to match anticipated cash flows.
- The increase in the 2009-10 Estimated actual compared to the 2009-10 Target/est. is mainly due to increased funding for pest and disease incursions across the State including the National Red Imported Fire Ant Eradication Program (NRIFAEP).
- The increase in the 2009-10 Estimated actual compared to the 2009-10 Target/est. is largely due to NRIFAEP which was formally approved under national cost sharing arrangements after the 2009-10 Published Budget.
- The decrease in the 2010-11 Target/est compared to the 2009-10 Estimated actual is mainly due the NRIFAEP which is dependant upon national cost sharing approval for the continuation of the program.
- The increase in the 2010-11 Target/est compared to the 2009-10 Target/est. and the 2009-10 Estimated actual is mainly due to the Racing Industry Capital Development Scheme.

INCOME STATEMENT

Department of Employment, Economic Development and Innovation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,8,16	801,950	827,771	846,378
User charges	2,9,17	64,804	67,778	46,283
Grants and other contributions	3,10,18	137,589	119,168	153,149
Other revenue		10,102	11,182	10,090
Gains on sale/revaluation of property, plant and equipment and investments		483	885	503
Total income		1,014,928	1,026,784	1,056,403
Expenses				
Employee expenses	4,11	449,678	468,393	467,534
Supplies and services	5,12,19	201,618	227,667	220,902
Grants and subsidies	6,13,20	272,357	277,031	306,162
Depreciation and amortisation		29,259	29,259	30,364
Finance/borrowing costs	14,21	13,040	15,079	22,567
Other expenses		7,313	6,711	5,983
Losses on sale/revaluation of property, plant and equipment and investments		1,553	23	23
Total expenses		974,818	1,024,163	1,053,535
OPERATING SURPLUS/(DEFICIT)	7,15	40,110	2,621	2,868

STATEMENT OF CHANGES IN EQUITY

Department of Employment, Economic Development and Innovation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		21,333	21,333	21,685
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		21,333	21,333	21,685
Surplus/(deficit) for the period	7,14	40,110	2,621	2,868
Total recognised income and expense for the period		61,443	23,954	24,553
Equity injection/(withdrawal)	22,24,25	253,821	193,948	36,687
Equity adjustments (MoG transfers)	23,26	..	(56,500)	..
Total movement in equity for period		315,264	161,402	61,240

BALANCE SHEET

Department of Employment, Economic Development and Innovation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	35,44	58,110	58,371	47,917
Receivables		53,237	55,301	53,802
Other financial assets	
Inventories		1,865	2,099	2,064
Other	27,36	3,941	8,085	7,542
Non-financial assets held for sale		24
Total current assets		117,177	123,856	111,325
NON-CURRENT ASSETS				
Receivables	28,37,45	47,745	10,329	17,807
Other financial assets		102,530	102,525	102,525
Property, plant and equipment	29,38,46	1,139,940	1,056,747	1,107,265
Intangibles		16,227	14,306	20,315
Other		27,629	26,382	25,859
Total non-current assets		1,334,071	1,210,289	1,273,771
TOTAL ASSETS		1,451,248	1,334,145	1,385,096
CURRENT LIABILITIES				
Payables	30,39	49,965	64,196	61,866
Accrued employee benefits		11,745	14,544	14,770
Interest-bearing liabilities and derivatives		9,724	10,267	10,710
Provisions	
Other	31,40	29,834	55,933	58,491
Total current liabilities		101,268	144,940	145,837
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives		119,511	118,082	107,186
Provisions	
Other		149	5,630	5,340
Total non-current liabilities		119,660	123,712	112,526
TOTAL LIABILITIES		220,928	268,652	258,363
NET ASSETS/(LIABILITIES)		1,230,320	1,065,493	1,126,733
EQUITY				
Capital/contributed equity	32,41,47	1,153,701	1,043,377	1,080,064
Retained surplus/(accumulated deficit)	33,42	45,904	783	3,651
Reserves:				
- Asset revaluation reserve	34,43,48	30,715	21,333	43,018
- Other (specify)	
TOTAL EQUITY		1,230,320	1,065,493	1,126,733

CASH FLOW STATEMENT

Department of Employment, Economic Development and Innovation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	49,59,71	801,950	830,001	846,378
User charges	60,72	74,054	82,472	52,332
Grants and other contributions	50,61,73	137,589	118,541	153,149
Other		47,013	47,933	47,309
Outflows:				
Employee costs	51,62	(449,473)	(469,039)	(466,798)
Supplies and services	52,63,74	(237,882)	(286,222)	(258,916)
Grants and subsidies	53,64,75	(272,357)	(279,982)	(306,162)
Borrowing costs		(8,557)	(7,857)	(7,273)
Other		(16,828)	(18,068)	(15,498)
Net cash provided by/(used in) operating activities		75,509	17,779	44,521
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	65,76	(910)	1,022	25,891
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	54,66,77	(256,348)	(200,284)	(84,995)
Payments for investments	67,78	(15,107)	(15,107)	..
Loans and advances made	55,68,79	(47,613)	(10,568)	(22,105)
Net cash provided by/(used in) investing activities		(319,978)	(224,937)	(81,209)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	56,69,80	266,989	222,713	96,423
Outflows:				
Borrowing redemptions		(9,143)	(9,878)	(10,453)
Finance lease payments	
Equity withdrawals	57,70,81	(13,168)	(27,315)	(59,736)
Net cash provided by/(used in) financing activities		244,678	185,520	26,234
Net increase/(decrease) in cash held		209	(21,638)	(10,454)
Cash at the beginning of financial year	58,82	57,901	80,009	58,371
Cash transfers from restructure	
Cash at the end of financial year		58,110	58,371	47,917

ADMINISTERED INCOME STATEMENT

Department of Employment, Economic Development and Innovation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	
Taxes, fees and fines		119,581	115,313	122,397
Royalties, property income and other territorial revenue	83,88,92	1,720,810	1,900,418	3,155,738
Interest		25,281	20,281	22,193
Administered revenue	84,93	416,668	318,337	418,869
Other		64,611	66,717	73,529
Total revenues		2,346,951	2,421,066	3,792,726
Expenses				
Supplies and services		115	258	124
Depreciation and amortisation		120	120	120
Grants and subsidies	85,89,94	454,827	365,186	470,647
Benefit payments	
Borrowing costs		1,984	4,255	1,258
Other		3,966	3,966	4,055
Total expenses		461,012	373,785	476,204
Net surplus or deficit before transfers to Government		1,885,939	2,047,281	3,316,522
Transfers of administered revenue to Government	86,90,95	1,875,568	2,051,836	3,316,365
OPERATING SURPLUS/(DEFICIT)	87,91,96	10,371	(4,555)	157

ADMINISTERED BALANCE SHEET

Department of Employment, Economic Development and Innovation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	97,103	118,519	91,431	90,091
Receivables	98,104	482,001	527,973	526,969
Inventories	
Other		..	3,384	3,384
Non-financial assets held for sale	
Total current assets		600,520	622,788	620,444
NON-CURRENT ASSETS				
Receivables	105,110	140,625	139,808	150,785
Other financial assets	
Property, plant and equipment		84,425	79,125	79,005
Intangibles	
Other	99,106	..	89,529	86,771
Total non-current assets		225,050	308,462	316,561
TOTAL ADMINISTERED ASSETS		825,570	931,250	937,005
CURRENT LIABILITIES				
Payables		49,287	59,356	58,856
Transfers to Government payable	100,107	509,989	536,250	534,858
Interest-bearing liabilities	
Other		24,692	17,015	17,044
Total current liabilities		583,968	612,621	610,758
NON-CURRENT LIABILITIES				
Payables		262	275	275
Interest-bearing liabilities	
Other		91,998	89,539	86,781
Total non-current liabilities		92,260	89,814	87,056
TOTAL ADMINISTERED LIABILITIES		676,228	702,435	697,814
ADMINISTERED NET ASSETS/(LIABILITIES)		149,342	228,815	239,191
EQUITY				
Capital/Contributed equity	101,108,11	157,848	269,270	279,489
Retained surplus/(Accumulated deficit)	102,109	(8,506)	(40,455)	(40,298)
Reserves:	
- Asset revaluation reserve	
- Other (specify)	
TOTAL ADMINISTERED EQUITY		149,342	228,815	239,191

ADMINISTERED CASH FLOW STATEMENT

Department of Employment, Economic Development and Innovation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	112,124	416,668	341,238	418,869
Grants and other contributions		46,046	48,038	54,462
Taxes, fees and fines		119,591	115,521	122,401
Royalties, property income and other territorial revenues	113,120,125	1,720,810	1,898,641	3,152,980
Other		41,445	34,580	39,498
Outflows:				
Transfers to Government	114,121,126	(1,875,568)	(2,056,504)	(3,317,757)
Grants and subsidies	115,122,127	(454,827)	(365,229)	(470,647)
Supplies and services	116,128	(115)	(5,373)	2,134
Borrowing costs	
Other		(3,666)	(3,676)	(3,755)
Net cash provided by/(used in) operating activities		10,384	7,236	(1,815)
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed		1,100	1,100	1,100
Outflows:				
Payments for property, plant and equipment and intangibles		(79)	(259)	..
Payments for investments	
Loans and advances made		(11,503)	(11,879)	(10,844)
Net cash provided by/(used in) investing activities		(10,482)	(11,038)	(9,744)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	117,129	13,038	386,039	11,439
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	118,130	(1,220)	(379,000)	(1,220)
Net cash provided by/(used in) financing activities		11,818	7,039	10,219
Net increase/(decrease) in cash held		11,720	3,237	(1,340)
Administered cash at beginning of financial year	119,123	106,799	88,194	91,431
Cash transfers from restructure	
Administered cash at end of financial year		118,519	91,431	90,091

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The increase is largely due to increased funding provided for Innovation Projects, the Drought Relief Assistance Scheme (DRAS) due to climatic conditions around the State, accommodation lease supplementation and pest and disease incursions across the state including the National Red Imported Fire Ant Eradication Program (NRIFAEP). An extension of the NRIFAEP to 30 June 2010 was formally approved under national cost sharing (NCS) arrangements subsequent to the 2009-10 Budget being published. The increase is also attributed to a transfer of funds from the Department of Environment and Resource Management (DERM) for its share of funding towards the Geothermal Centre of Excellence and additional funding has been provided for the solar energy and the Jobs Assist initiatives. This is partially offset by a transfer of funding to the Department of Education and Training (DET) for the Cairns Maritime Training College. The fair value adjustment and 1/3 write-down of loans provided under the Innovation Building Fund (IBF), as well as the realignment of funding for numerous programs including the Queensland Renewable Energy Fund (QREF), Smart Mining Exploration (SME), Climate Smart Homes Rebate Scheme (CSHRS), Carbon Geostorage, Regional Development Facilitation, the Western Hardwoods Plan, Queensland Smart Energy Savings Fund (QSESF) and Smart Futures Fund (SFF) to match anticipated cash flows also contribute to the movement.
2. The increase is largely due to NRIFAEP funding and increased commercial revenues from mining safety and health demonstrations. This increase is partially offset by a revenue reclassification to grant revenues for funding received from DET for the delivery of particular employment programs.
3. The decrease is primarily due to a change in the accounting recognition for contributions received from the CSIRO for the Ecosciences and Health and Food Sciences (H&FS) Precincts, partially offset by a revenue reclassification from user charges for funding received from DET for the delivery of particular employment programs including increased revenue for the Productivity Placement Program. The realignment of funding from 2008-09 for Liquor, Gaming, Racing and Fair Trading (LGRFT) projects to match anticipated cash flows also contributes to the movement.
4. The increase is primarily due to increased expenses for pest and disease incursions including the NRIFAEP and a realignment of funding for the QREF, QSESF and LGRFT projects to match anticipated cash flows.
5. The increase is primarily due to expenditure related to the Jobs Assist initiatives, an increase in lease rental rates, increase in pest and disease incursion expenses including the NRIFAEP and increased costs for mining safety and health demonstration activities. This is partially offset by a reduction in expenses for the SME program due to the negative impact of the Global Financial Crisis (GFC) on mining exploration activities. The realignment of expenditure for the QREF, QSESF and LGRFT projects to match anticipated cash flow requirements also contributes to the movement.
6. The increase is largely due to an increase in loan forgiveness amounts associated with the IBF, solar energy initiatives, Productivity Placement Program, Geothermal Centre of Excellence and DRAS which is funded as needed. This is partially offset by the transfer of funding from the Cairns Economic Futures Fund to DET for the Cairns Maritime Training College. The realignment of funding for the QREF, QSESF, CSHRS, SFF and Innovation Grant Funds to match anticipated cash flows also contributes to the movement.
7. The decrease is primarily due to a change in the accounting recognition for contributions received from CSIRO for the Ecosciences and H&FS Precincts.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

8. The increase is primarily due to additional funding for new solar energy initiatives, Mining Exploration Greenfields 2020 program and Streamlining Mining Tenure Approvals processes, Petroleum and Gas Inspectors, Jobs Assist initiatives, the National Collaborative Research Infrastructure Strategy (NCRIS), pest and disease incursions and the payment of an Enterprise Bargaining (EB) increment in 2010-11. The fair value adjustment and 1/3 write-down of loans provided under the IBF, as well as the realignment of funding for QREF, QSESF, Carbon Geostorage, CSHRS, Coastal Geothermal projects, SFF and the SME program to match anticipated cash flow requirements also contributes to the movement. This is partially offset by a reduction of funding for various Blueprint for the Bush Initiatives (BFBI), the grants for the Queensland Brain Institute (QBI), the National ICT Australia (NICTA) Project, and some Regional Tourism Organisations (RTOs). Furthermore, funding ceases in 2009-10 for the Taking the Bycatch off Our Beaches initiative (TBOBI), the Residential Gas Installation Rebate Scheme (Gas Scheme) and the Sugarcane Smut Economic Recovery Strategy (SSERS).
9. The decrease is due to a revenue reclassification to grant revenues for funding received from DET for the delivery of particular employment programs and anticipated reductions in fee for service activities.
10. The increase is primarily due to new grants to be provided through CIF for the Racing Industry Capital Development Scheme (RICDS), funding provided from the ECF for the Smart State Medical Research Centre (SSMRC), and a revenue reclassification from User Charges for funding received from DET for the delivery of particular employment programs. This is offset by a change in the accounting recognition for contributions received from CSIRO for the Ecosciences and Health and Food Sciences (H&FS) Precincts and a reduction in funding provided from the ECF for industry development grants.
11. The increase is mainly due to additional expenses associated with the Mining Exploration Greenfields 2020 program, the Streamlining Mining Tenure Approvals process, Petroleum and Gas Inspectors, pest and disease incursions and EB increments in 2010-11.
12. The increase is mainly due to additional funding for the Jobs Assist initiative, the new Mining Exploration Greenfields 2020 program and the Streamlining Mining Tenure Approvals process and realignment of funding for the QSESF and Coastal Geothermal programs to match anticipated cash flows. This increase is offset by reductions in funding provided for the SME program as the program winds down.
13. The increase is primarily due to grant funding provided for new solar energy initiatives and the RICDS, and funding provided from the ECF for the construction of the SSMRC and the 1/3 write-down of loans provided under the IBF. This increase is partially offset by the realignment of funding for QREF, and QSESF to match anticipated cash flows, and reductions in grant funding for BFBI, QBI, industry development projects, the NICTA project, IPF and grants to some RTOs.
14. The increase reflects the impact of the fair value of loans provided under the IBF anticipated in 2010-11.
15. The decrease in the surplus is primarily due to a change in the accounting recognition for contributions received from the CSIRO for the Ecosciences and H&FS Precincts.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

16. The increase is primarily due to funding for the Mining Exploration 2020 Greenfields program, the Streamlining Mining Tenure Approvals process, Petroleum and Gas Inspectors and the supplementation for the EB increment in 2010-11. This is partially offset by the cessation of funding for TBOBI, the Gas Scheme and the SSERS. Funding also reduces for various BFBI programs, grants for the QBI, the NICTA Project, DRAS and some RTOs. The fair value adjustment and 1/3 write-down of loans provided under the IBF as well as the realignment of funding for numerous programs including QSESF, IPF, SFF, CSHRS, QREF, Coastal Geothermal, Jobs Assist, NCRIS and the Innovation Skills Fund to match anticipated cash flows also contributes to the movement.
17. The decrease is mainly due to the NRIFAEP which is dependant upon NCS approval for the continuation of the program and anticipated reductions in fee for service projects.
18. The increase is primarily due to new grants to be provided through CIF commencing in 2010-11 for the RICDS and grants provided from the ECF for the construction of the SSMRC. This increase is partially offset by a decrease in industry development grants funded from the ECF and a realignment of funding for LGRFT activities to match anticipated cash flows.
19. The decrease primarily relates to reduced costs associated with the pest and disease incursions including the NRIFAEP and fee for service projects. These decreases are partially offset by increased expenditure for the Streamlining Mining Tenure Approvals process. The movement also includes realignment of funding for numerous programs including QREF, QSESF, Carbon Geostorage and Coastal Geothermal projects, Jobs Assist, Regional Projects Facilitation and LGRFT activities to match anticipated cash flow requirements.
20. The increase is mainly due to new grants for the RICDS, grant funding provided from the ECF for the construction of the SSMRC and the 1/3 write-down of loans provided under the IBF. This is partially offset by the cessation of TBOBI and Gas Scheme and a reduction in funding for BFBI, industry development grants provided from the ECF, DRAS, some RTOs, NICTA Project, QBI and a return of funding transferred from DET for employment projects to more stable levels. Additionally, the realignment of funding for the QREF, QSESF, CSHRS, NCRIS, SFF and the IPF to match anticipated cash flow requirements contributes to the movement.
21. The increase reflects the impact of the fair value of loans anticipated to be provided under the IBF in 2010-11.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

22. The decrease represents a transfer of funds to Queensland Health (QH) for the Transitional Research Institute (TRI), delays in the achievement of milestones for loans provided under the IBF during 2009-10, adjustments to the fair value and 1/3 write-down of loans and the delay in purchasing a property under the 2020 Beef Plan.
23. The 2009-10 Estimated actual represents the transfer of the completed H&FS Precinct to QH during 2009-10.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

24. The decrease is associated with the finalisation of the construction of the H&FS Precinct in 2009-10 and the Ecoscience Precinct during 2010-11, adjustments to the fair value and 1/3 write-down of loans and the return of sale proceeds for various properties to the Consolidated Fund (CF). This is offset by the meeting of milestones associated with the IBF.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

25. The decrease is associated with the finalisation of the construction of the Ecoscience Precinct during 2010-11, adjustments to the fair value and 1/3 write-down of loans and the return of sale proceeds for various properties to the CF. This is offset by the meeting of milestones associated with the IBF.
26. The 2009-10 Estimated actual represents the transfer of the completed H&FS Precinct to QH.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

27. The increase primarily reflects security deposits paid to secure overseas office accommodation.
28. The decrease represents a transfer of funds to QH for the TRI and delays in the achievement of milestones for loans provided under the IBF during 2009-10.
29. The decrease is primarily due to the delay in the purchase of a property under the 2020 Beef Plan and the transfer of the completed H&FS Precinct to QH.
30. The increase reflects trade creditors and grant payables anticipated at year end.
31. The increase reflects a change in the accounting recognition of contributions from CSIRO for the Ecosciences and H&FS Precincts.
32. The decrease represents a transfer of funds to QH for the TRI, delays in the achievement of milestones for loans provided under the IBF during 2009-10 and movements in the fair value adjustment and 1/3 write-down of loans associated with the IBF. In addition, the planned purchase of a property under the 2020 Beef Plan has been delayed.
33. The decrease reflects a change in the accounting recognition of contributions from CSIRO for the Ecosciences and H&FS Precincts.
34. The decrease is largely due to the 2009-10 valuation being lower than anticipated due to the GFC.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

35. The decrease includes the purchase of property as part of the 2020 Beef Plan.
36. The increase primarily reflects security deposits paid to secure overseas office accommodation.
37. The decrease represents a transfer of funds to QH for the TRI and delays in the meeting of milestones for loans provided under the IBF.
38. The decrease represents the transfer of the H&FS Precinct to QH and the disposal of various properties. This is partially offset by the continuing construction of the Ecosciences Precinct, the revaluation increment of the State Common User Infrastructure at Port of Central Queensland during 2010-11, the purchase of a property under the 2020 Beef Plan and the revaluation of land assets during 2010-11.
39. The increase reflects trade creditors and grant payables anticipated at year end.

40. The increase reflects a change in the accounting recognition of contributions from CSIRO for the Ecosciences and H&FS Precincts.
41. The decrease reflects the finalisation of the H&FS Precinct, the disposal of various properties and movements in the fair value adjustment and 1/3 write-down of loans associated with the IBF. This is partially offset by increased equity injection associated with Ecosciences Precinct, the IBF, funding for the Streamlining Mining Tenure Project and the purchase of a property under the 2020 Beef Plan.
42. The decrease reflects a change in the accounting recognition of contributions from CSIRO towards the Ecosciences and H&FS Precincts.
43. The increase reflects indexation of State Common User Infrastructure at Port of Central Queensland in line with anticipated CPI movements and an expected increase in the revaluation of land assets during 2010-11. This is partially offset by the 2009-10 valuation being lower than expected due to the effects of the GFC.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

44. The decrease includes the purchase of property as part of the 2020 Beef Plan.
45. The increase represents anticipated loans provided under the IBF as milestones are met during 2010-11 partially offset by the write down of 1/3 of the loans provided under the IBF in accordance with accounting standards requirements.
46. The increase is attributed to the continuing construction of the Ecosciences Precinct, the revaluation increment of the State Common User Infrastructure at Port of Central Queensland, the purchase of a property under the 2020 Beef Plan and the revaluation of land assets during 2010-11. This is offset by decreases due to the disposal of various properties.
47. The increase reflects equity injection associated with the Ecosciences Precinct, the IBF, funding for the Streamlining Mining Tenure Project, the delay in construction of the Mount Isa Drill Core Facility originally anticipated to be completed in 2009-10 and purchase of a property under the 2020 Beef Plan. This is partially offset by the disposal of various properties and movements in the fair value adjustment and 1/3 write-down of loans associated with the IBF.
48. The increase is largely due to indexation of the State Common User Infrastructure at Port of Central Queensland in line with anticipated CPI movements and an expected revaluation of land assets during 2010-11.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

49. The increase is largely due to increased funding provided for Innovation Projects, DRAS, accommodation lease supplementation and pest and disease incursions across the state including the NRIFAEP. Additional funding has been provided for the solar energy and Jobs Assist initiatives. This is partially offset by a transfer of funding to DET for the Cairns Maritime Training College and from the DERM for the Geothermal Centre of Excellence. The fair value adjustment and 1/3 write-down of loans associated with the IBF as well as the realignment of funding for numerous programs including the QREF, SME, CSHRS, Carbon Geostorage, Regional Development Facilitation, the Western Hardwoods Plan, QSESF and SFF to match anticipated cash flows also contribute to the movement.
50. The decrease is primarily due to a change in the accounting recognition for contributions received from the CSIRO for the Ecosciences and H&FS Precincts, partially offset by a revenue reclassification from User Charges for funding received from DET for the delivery of particular employment programs including increased revenue for the Productivity Placement Program. The realignment of funding from 2008-09 for LGRFT projects to match anticipated cash flows also contributes to the movement.
51. The increase is primarily due to increased expenses for pest and disease incursions including the NRIFAEP and a realignment of funding for the QREF, QSESF and LGRFT projects to match anticipated cash flows.
52. The increase is primarily due to expenditure related to the Jobs Assist initiative and increases in lease rental rates, pest and disease incursion expenses including for the NRIFAEP and costs for mining safety and health demonstration activities. This is partially offset by a reduction in expenses for the SME. The realignment of expenditure for the QREF, QSESF and LGRFT projects to match anticipated cash flow requirements also contributes to the movement.
53. The increase is largely due to an increase in solar energy initiatives and DRAS. The realignment of funding for the QREF, QSESF, CSHRS, SFF and Innovation Grant Funds to match anticipated cash flows and the transfer of funding from the Cairns Economic Futures Fund to DET for the Cairns Maritime Training College also contributes to the movement.
54. The decrease is primarily due to a change in the accounting recognition for contributions received from CSIRO for the Ecosciences and H&FS Precincts, delays in completion of the Mt Isa Drill Core Facility and a delay in purchase of property under the 2020 Beef Plan. Completion and purchase is now expected in 2010-11.
55. The decrease is primarily due to a transfer of funds to QH for the TRI and delays in the achievement of milestones for loans provided under the IBF during 2009-10.
56. The decrease is mainly due to a transfer of funds to QH for the TRI, delays in the achievement of milestones for loans provided under the IBF and delays in the completion for the Mt Isa Drill Core Facility and the 2020 Beef Plan property.
57. The increase mainly represents the fair value adjustment and 1/3 write-down of loans associated with the IBF.
58. The increase is primarily due to cash held at the commencement of 2009-10 for LGRFT and Employment Initiatives that transferred into the Department as part of the MoG changes effective 26 March 2009 and to pay creditors. In addition, there have been delays in capital acquisitions.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

59. The increase is primarily due to additional funding for new solar energy initiatives, Mining Exploration Greenfields 2020 program, Streamlining Mining Tenure Approvals processes, Petroleum and Gas Inspectors, Jobs Assist initiatives, the NCRIS, pest and disease incursions and the payment of an EB increment in 2010-11. The fair value adjustment and 1/3 write-down of loans associated with the IBF as well as the realignment of funding for QREF, Carbon Geostorage, CSHRS, Coastal Geothermal projects, SFF and the SME program to match anticipated cash flow requirements also contributes to the movement. There is a reduction of funding for various BFBI, the grants for the QBI, the NICTA Project, and a reduction in funding for some RTOs. Funding ceases in 2009-10 for the TBOBI, the Gas Scheme and the SSERS.
60. The decrease is due to the NRIFAEP and anticipated reductions in fee for service projects.

61. The increase is primarily due to the new grants to be provided through CIF commencing 2010-11 for the RICDS, funding provided from the ECF for the SSMRC and a revenue reclassification from user charges for funding received from DET for the delivery of particular employment programs. This increase is partially offset by a change in the accounting recognition for contributions received from the CSIRO for the Ecosciences and H&FS Precincts and a reduction in funding provided from the ECF for industry development grants.
62. The increase is mainly due to additional expenses associated with the new Mining Exploration Greenfields 2020 program, the Streamlining Mining Tenure Approvals process, Petroleum and Gas Inspectors, pest and disease incursions and EB increments in 2010-11.
63. The increase is mainly due to additional funding for the Jobs Assist initiative, new Mining Exploration Greenfields 2020 program, the Streamlining Mining Tenure Approvals process, the transfer of the DERM's funding towards the Geothermal Centre of Excellence and realignment of funding for the Coastal Geothermal program to match anticipated cash flows. This increase is offset by reductions in funding provided for the SME program as the program winds down.
64. The increase is primarily due to grant funding provided for new solar energy initiatives, new grants for RICDS and funding provided from the ECF for the construction of the SSMRC. This increase is offset by the realignment of funding for QREF and QSESF to match anticipated cash flows, and reductions for QBI, industry development projects, NICTA project, BFBI, IPF and grants to some RTOs.
65. The increase is due to the payment of sale proceeds for some properties being disposed of in 2010-11 to the CF.
66. The decrease is primarily due to the finalisation of the construction of the H&FS Precinct in 2009-10 and the Ecoscience Precinct in 2010-11.
67. The decrease is due to the Government's current investment in ZeroGen being finalised in 2009-10.
68. The decrease is primarily due to a transfer of funds to QH for the TRI and delays in the achievement of milestones for loans provided under the IBF during 2009-10.
69. The decrease is primarily due to the finalisation of the construction of the H&FS Precinct in 2009-10 and the Ecoscience Precinct in 2010-11.
70. The increase is mainly due to the payment of sale proceeds for some properties being disposed of in 2010-11 to the CF and the fair value adjustment and 1/3 write-down of loans associated with the IBF.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

71. The increase is mainly due to additional funding for the Mining Exploration 2020 Greenfields program, the Streamlining Mining Tenure Approvals process, Petroleum and Gas Inspectors and the payment of an EB increment in 2010-11. This is partially offset by the cessation of funding for TBOBI, the Gas Scheme and the SSERS. Funding also reduces for various BFBI programs, grants for the QBI, the NICTA Project, DRAS and some RTOs. The fair value adjustment and 1/3 write-down of loans associated with the IBF as well as the realignment of funding for numerous programs including QSESF, IPF, SFF, CSHRS, QREF, Coastal Geothermal, Jobs Assist, NCRIS and the Innovation Skills Fund to match anticipated cash flows also contributes to the movement.
72. The decrease is mainly due to the NRIFAEP and anticipated reductions in fee for service projects.
73. The increase is primarily due to new grants to be provided through CIF commencing in 2010-11 for the RICDS and grants provided from the ECF for the construction of the SSMRC. This increase is partially offset by a decrease in industry development grants funded from the ECF and a realignment of funding for LGRFT activities to match anticipated cash flows.
74. The decrease is due to the realignment of funding for QREF to meet anticipated cash flow requirements and the NRIFAEP.
75. The increase is mainly due to new grants for the RICDS and grants provided from the ECF for the construction of the SSMRC. This is partially offset by the cessation of TBOBI and the Gas Scheme and the reduction in funding for BFBI, industry development grants provided from the ECF, DRAS, some RTOs, NICTA Project, QBI and a return of funding transferred from DET for employment projects. Additionally, the realignment of funding for the QREF, QSESF, CSHRS, NCRIS, SFF and the IPF to match anticipated cash flow requirements contributes to the movement.
76. The increase is due to the transfer of sale proceeds for some properties being disposed of in 2010-11 to the CF.
77. The decrease is primarily due to the finalisation of the construction of the H&FS Precinct in 2009-10 and the Ecoscience Precinct in 2010-11.
78. The decrease is due to the Government's investment in ZeroGen in 2009-10.
79. The increase is primarily due to the anticipated loans provided under the IBF as milestones are met during 2010-11.
80. The decrease is primarily due to the finalisation of the construction of the H&FS Precinct in 2009-10 and the Ecoscience Precinct in 2010-11.
81. The increase is mainly due to the payment of sale proceeds for some properties being disposed of in 2010-11 to the CF and the fair value adjustment and 1/3 write-down of loans associated with the IBF.
82. The decrease is due to cessation of the payment of creditors for Machinery of Government (MoG) transactions.

Administered income statement

Major variations between 2009-10 Budget and 2009-10 Estimated Actual include:

83. The increase is due to the revision of mining royalties as the industry has recovered more quickly than anticipated from the GFC with higher commodity prices and increased coal export volumes. However the impact of the industry recovery has been partially offset by the higher exchange rate of the Australian Dollar against the US Dollar, the currency in which most commodity sale prices are contracted.
84. The decrease is primarily due to reduced Community Service Obligations (CSO) payments to Ergon Energy Queensland (Ergon) for electricity tariff adjustments which are determined each year by a number of factors including the Benchmark Retail Cost Index, franchise load growth and the purchasing cost of energy.
85. The decrease is primarily due to reduced CSO payments to Ergon for electricity tariff adjustments and a delay of capital grant funding to the RSPCA to match the revised construction schedule offset by an increase for payment to Tourism Queensland (TQ) for the approved 2009-10 Queensland Tourism Strategy (QTS).
86. The movement mainly represents increased mining royalties.
87. The reduction reflects a grant payment to Tourism Queensland (TQ) for the approved 2009-10 QTS and the accounting treatment for fair value adjustment and for 1/3 write-down of loans provided under the SSRFF.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

88. The increase is due to expected improvements in coal prices which is the main contributing factor to an increase in royalty revenue. In addition, changes to the royalty regime for base and precious metals, announced as part of the 2008-09 State Budget but taking effect from January 2011 will also result in additional revenue.
89. The increase is primarily due to the increased payments to Ergon for CSO electricity tariff adjustments in 2010-11 partially offset by a winding down of grant funding to Ergon for Demand Side Management (DSM) projects and a reduction in grant payments to TQ for tourism programs that have reached the end of life.
90. The movement mainly represents increased mining royalties.
91. The reduction reflects a grant payment to TQ for the approved 2009-10 QTS and the accounting treatment for fair value adjustment and for 1/3 write-down of loans provided under the SSRFF.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

92. The increase is primarily attributable to the expected improvements in coal prices which are the main factor contributing to an increase in royalty revenue. Additionally, changes to the royalty regime for base and precious metals, announced as part of the 2008-09 State Budget, but taking effect from January 2011 will result in additional revenue.
93. The increase is primarily due to revised estimates of the CSO payments to Ergon for electricity tariff adjustments. This increase is partially offset by a winding down of funding provided to Ergon for DSM projects and a reduction in funding to TQ for tourism projects.
94. The increase is mainly due to revised estimates of the CSO payments to Ergon for electricity tariff adjustments and a delay in capital grant funding to the RSPCA to match the revised construction schedule. This increase is partially offset by a winding down of grants to Ergon for DSM projects and a reduction in grant payments to TQ.
95. The movement mainly represents increased mining royalties.
96. The movement is a result of the fair value adjustment and 1/3 write-down of loans provided under the SSRFF.

Administered balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

97. The decrease is mainly due to the movements in cash for receivables and payables partially offset by an increase in royalties and territorial revenue.
98. The increase is mainly due to additional receivables for royalties and territorial rent and the Safety and Health levy. This is offset by an increase in the provision for doubtful debts.
99. The increase relates largely to prepaid revenue transferred to government for casino rent and gaming license fees paid in advance.
100. The increase is mainly due to additional receivables for royalties and territorial rent and the Safety and Health levy.
101. The increase reflects finalisation of MoG changes from 26 March 2009 offset by the revaluation of departmental land and the surrender of land lease assets.
102. The increase in the accumulated deficit relates to the draw down of funding as a grant payment to TQ for the 2009-10 QTS and an adjustment with contributed equity as a result of the carry forward of the 2008-09 audited statements and the impact of the MoG changes with the creation of the department.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

103. The decrease is mainly due to the movements in cash for receivables and payables partially offset by an increase in royalties and territorial revenue.
104. The increase is mainly due to additional receivables for royalties and territorial rent and Safety and Health levy which are partially offset by an increase in the provision for doubtful debts.
105. The increase mainly reflects the Government's equity injection to finance QRAA schemes.
106. The increase relates largely to prepaid revenue transferred to government for casino rent and gaming license fees paid in advance.
107. The increase is mainly due to additional receivables anticipated for royalties and territorial rent and Safety and Health levy.
108. The increase is mainly due to differences between budgeted and actual asset and liabilities assumed in finalisation of MoG changes from 26 March 2009 and the Government's equity injection to finance QRAA schemes which are offset by the revaluation of departmental land and the surrender of land lease assets.
109. The increase in the accumulated deficit relates to an adjustment to contributed equity as a result of the carry forward of the 2008-09 audited statements and the impact of the MoG changes with the creation of the department partially offset by the draw down of funding as a grant payment to TQ for the 2009-10 QTS.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

110. The increase reflects the Government's equity injection to finance QRAA schemes.
111. The increase mainly reflects the Government's equity injection to finance QRAA schemes.

Administered cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated Actual include:

112. The decrease is primarily due to reduced CSO payments to Ergon for electricity tariff adjustments.
113. The increase is due to the revision of mining royalties.
114. The increase is primarily due to the revision of mining royalties levels returned to Government, partially offset by a decrease in liquor licensing fees and interest revenue.
115. The decrease is primarily due to reduced CSO payments to Ergon for electricity tariff and a delay of capital grant funding to the RSPCA to match the revised construction schedule.
116. The increase is mainly due to payables as at 30 June 2009 for SSRFF being made during 2009-10 and movements in prepayments of prepaid casino rent and gaming license fees.
117. The increase is due to funding provided to purchase a share in the Tarong North Power Station and for the reinvestment of Energyx's 2008-09 dividend, previously paid to Government, into additional electricity infrastructure.

118. The increase is due to payment of funds to Tarong Energy to purchase a share in the Tarong North Power Station and for the reinvestment of Energex's 2008-09 dividend, previously paid to Government, into additional electricity infrastructure.
119. The decrease is mainly due to the movements in cash for receivables and payables offset by an increase in royalties and territorial revenue.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

120. The increase is due a revision of mining royalties.
121. The increase is primarily due to the revision of mining royalty levels returned to the Government.
122. The increase is primarily due to the increased CSO payments to Ergon for electricity tariff adjustments in 2010-11 partially offset by a winding down of grant funding for DSM projects and a reduction in grant payments to TQ.
123. The decrease is mainly due to the movements in cash for receivables and payables partially offset by an increase in royalties and territorial revenue.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

124. The increase is primarily due to revised estimates of the CSO payments to Ergon for electricity tariff adjustments. This increase is partially offset by a winding down in funding provided to Ergon for DSM projects and to TQ for tourism projects.
125. The increase is due to a revision of mining royalties.
126. The increase is primarily due to the revision of mining royalty levels returned to government.
127. The increase is mainly due to revised estimates of the CSO payments to Ergon for electricity tariff adjustments and a delay in capital grant funding to the RSPCA to match the revised construction schedule. This increase is partially offset by a winding down in funding provided to Ergon for DSM projects and grants to TQ.
128. The decrease is mainly due to a reduction in payables for the SSRFF and movements in prepayments of prepaid casino rent and gaming license fees paid in advance and payables.
129. The decrease is primarily due to funding provided in 2009-10 to purchase a share in the Tarong North Power and for the reinvestment of Energex's 2008-09 dividend, previously paid to Government, into additional electricity infrastructure.
130. The decrease is due to payment of funds in 2009-10 to purchase a share in the Tarong North Power Station and for the reinvestment of Energex's 2008-09 dividend, previously paid to Government, into additional electricity infrastructure.

Energy Ombudsman Queensland

OVERVIEW

The Energy Ombudsman Queensland (EOQ) commenced operations under the *Energy Ombudsman Act 2006* on 1 July 2007 to receive, investigate and facilitate the resolution of disputes between small electricity and reticulated gas customers and energy entities, and if necessary to make final orders against energy sector entities.

EOQ contributes to the Government's *Toward Q2: Tomorrow's Queensland* ambition of Fair – *Supporting safe and caring communities* by contributing to a fair, equitable and accountable energy sector within Queensland that protects individual rights and concerns through the provision of free, accessible, and effective dispute resolution services to meet the diverse needs of all small electricity and reticulated gas consumers. EOQ also identifies, investigates, reports and provides feedback to the Government, industry, consumers and jurisdictional regulators on systemic consumer issues about the performance of electricity and reticulated gas suppliers.

EOQ is fully funded by an industry levy, imposed on electricity and gas distributors and retailers who service small energy consumers.

As at 1 July 2009, EOQ had a staff establishment of 29 full time equivalent positions and it is anticipated that it will have 33 full time equivalent positions as at 30 June 2010.

REVIEW OF PERFORMANCE

Recent achievements

- Dealing with over 12,000 cases from Queensland energy consumers from 1 July 2009 (EOQ closed 13,456 cases in the 2008-09 financial year).
- Providing best practice dispute resolution processes in a full retail competition environment to assist the resolution of complaints between small electricity and gas customers and their energy suppliers.
- Maintaining and developing ongoing relationships with key energy sector participants and other stakeholders through regular presentations and updates on services.
- Raising awareness of the services offered to energy consumers across Queensland through various marketing, engagement and media activities.
- Investigating, reporting and providing feedback to the Government and industry participants on systemic consumer issues.
- Referring matters to jurisdictional regulators for action under their legislative powers.
- Implementing improved corporate and operational systems and processes to support and further enhance the day-to-day operations of EOQ.
- Commissioning an independent party to review/assess the performance of EOQ.

Future developments

In 2010-11, the Energy Ombudsman Queensland will focus on the following key priorities:

- achieving best practice, fairness and confidence in the resolution of disputes between Queensland's small electricity and reticulated gas customers and energy suppliers
- raising awareness of EOQ services offered to energy consumers across Queensland
- maintaining and further developing relationships between EOQ and key stakeholders

- investigating, reporting and providing feedback on systemic energy consumer issues
- conducting research on issues including national consumer frameworks and dispute resolution frameworks leading to the enhancement of EOQ policies and procedures.

SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
2,3	29	33	35

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The increase in the 2009-10 Estimated actual FTEs over the 2009-10 Budget is primarily due to an increase in corporate positions to address significant shortfalls in this area and to better meet our corporate governance and audit responsibilities and requirements.
3. The increase in the 2010-11 Estimate FTEs over the 2009-10 Estimated actuals relates to additional Investigation staff to manage an anticipated marginal growth in complaint numbers in 2010-11.

PERFORMANCE STATEMENT

Service Standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of complaints received which are completed by the Energy Ombudsman Queensland		95%	99%	95%
Percentage of customers who rate the performance of the Energy Ombudsman Queensland as satisfactory or better	1	80%	80%	N/A
Energy consumer complaints resolved within agreed standards		90%	90%	90%
State contribution (\$'000)				
Other revenue (\$'000)		4,879	4,713	4,943
Total cost (\$'000)		4,879	4,713	4,943

Note:

1. The Energy Ombudsman Queensland Client Satisfaction Survey is undertaken every two years.

INCOME STATEMENT

Energy Ombudsman Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	5	4,879	4,713	4,943
Grants and other contributions	
Other revenue	1	..	58	..
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		4,879	4,771	4,943
Expenses				
Employee expenses	3,6	3,124	3,113	3,712
Supplies and services	4,7	1,670	1,530	1,154
Grants and subsidies	
Depreciation and amortisation		36	33	30
Finance/borrowing costs	
Other expenses	2	49	37	47
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		4,879	4,713	4,943
OPERATING SURPLUS/(DEFICIT)		..	58	..

STATEMENT OF CHANGES IN EQUITY

Energy Ombudsman Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		..	58	..
Total recognised income and expense for the period		..	58	..
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		..	58	..

BALANCE SHEET

Energy Ombudsman Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	8,13	30	409	442
Receivables	8,13	1,324	25	20
Other financial assets	
Inventories	
Other		1	3	..
Non-financial assets held for sale	
Total current assets		1,355	437	462
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	9,14, 18	41	13	..
Intangibles	
Other	
Total non-current assets		41	13	..
TOTAL ASSETS		1,396	450	462
CURRENT LIABILITIES				
Payables	10,15	675	45	50
Accrued employee benefits	11,16	555	217	272
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		1,230	262	322
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		57	51	61
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		57	51	61
TOTAL LIABILITIES		1,287	313	383
NET ASSETS/(LIABILITIES)		109	137	79
EQUITY				
Capital/contributed equity		79	79	79
Retained surplus/(accumulated deficit)	12,17,19	30	58	..
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		109	137	79

CASH FLOW STATEMENT

Energy Ombudsman Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	20,26	4,879	4,688	4,948
Grants and other contributions	
Other	20,27	..	55	3
Outflows:				
Employee costs	23,28	3,124	3,113	3,777
Supplies and services	21,24,29	1,670	1,575	1,094
Grants and subsidies	
Borrowing costs	
Other	22,25	85	37	47
Net cash provided by/(used in) operating activities		..	18	33
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		..	7	..
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		..	(7)	..
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		..	11	33
Cash at the beginning of financial year		30	398	409
Cash transfers from restructure	
Cash at the end of financial year		30	409	442

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Increase relates to penalty fees and interest not included in user pays calculations resulting in an operating surplus.
2. Under expenditure in Advisory Council operating costs.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

3. Increase relates to additional funding for new positions as outlined in staffing table.
4. Additional budget in 2009-10 associated with replacement of Case Management System not included in 2010-11 Estimate.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

5. Increased operating costs results in increased user charges.
6. Increased funding required for new positions as outlined in staffing table.
7. Additional funding associated with replacement of Case Management System in 2009-10 not required in 2010-11.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

8. Variations relate to review of, and corrections to, end of year unearned revenue transactions following advice from audit team.
9. Decrease relates to lower than anticipated purchases of plant and equipment.
10. Review of unearned revenue transactions resulted in reduced payables.
11. Decrease in employee obligations as result of improved management control of leave balances.
12. Increase relates to penalty fees and interest not included in user pays calculations resulting in an operating surplus.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

13. Variations relate to review of, and corrections to, end of year unearned revenue transactions following advice from audit team.
14. Decrease related to reduced purchasing of plant and equipment.
15. Review of unearned revenue transactions resulted in reduced payables.
16. Decrease related to ongoing effects of improved management of excessive leave balances.
17. Unable to include future penalty fees due to the unpredictable nature of these fees.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

18. Decrease relates to reduced purchasing of plant and equipment.
19. Unable to include future penalty fees due to the unpredictable nature of these fees.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

20. Decrease in user charges and increase in other relates to penalty fees and interest not included in user pays calculations.
21. Reduction relates to under expenditure in operating costs including stakeholder related travel.
22. Under expenditure in other costs including audit fees and Advisory Council operating costs.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

23. Increase relates to new positions as outlined in the staffing table.
24. Additional expenditure associated with replacement of Case Management System in 2009-10 not required in 2010-11.
25. Under expenditure in other costs including audit fees and Advisory Council operating costs.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

26. Increased operating costs, including new positions results in increased user charges.
27. Unable to include future penalty fees due to the unpredictable nature of these fees.
28. Variation relates to new positions as outlined in the staffing table and associated operating costs.
29. Expenditure associated with replacement of Case Management System in 2009-10 not required in 2010-11.

Forestry Plantations Queensland Office

OVERVIEW

The Government announced in June 2009 that Forestry Plantations Queensland (FPQ) would be one of five government businesses to be sold as part of the Renewing Queensland Plan.

In order to progress the sale, the business interests of Forestry Plantations Queensland Office (FPQO), including all necessary assets, contracts and employees required to continue to conduct the business as a going concern, are being transferred to a new corporate vehicle titled Forestry Plantations Queensland Pty Ltd (FPQ P/L). After this transfer is complete and the sale process has been finalised, FPQO will have ceased trading and will be wound up with any remaining assets and obligations being transferred to other Government agencies.

The 2009-10 Budget was prepared on the basis of a full year's trading, but FPQO is expected to have completed the transition of its business activities to FPQ P/L prior to the end of financial year. Additionally, FPQO operations during the latter part of this trading period also included un-budgeted activities necessary to prepare the business for transfer to FPQ P/L and subsequent sale.

REVIEW OF PERFORMANCE

Recent achievements

- Conducting an annual health assessment program and a fitness incentive scheme during the period it operated in 2009-10. Participation continued to increase.
- Maintaining FPQO's commitment to internal management skills development through continuation of the Diploma of Management Program. The intake of 20 staff who commenced their studies in March 2009 progressed through to graduation this financial year in the month of December 2009.
- Transferring staff from FPQO to FPQ P/L necessitates development of a new enterprise bargaining agreement to ensure all staff entitlements transition and are protected. At the time of preparation negotiations were underway to ensure all staff entitlements will apply to FPQ P/L.

Future developments

By 30 June 2010 it is expected that FPQO will have ceased trading and be wound up soon thereafter.

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

SERVICES

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
2	431	350	..

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The 2009-10 Estimated actual represents the number of FTEs as at 26 March 2010.

PERFORMANCE STATEMENT

Service Standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Non-financial performance measures				
Maintain an efficient workforce to fulfil the requirements of the annual Work Performance Arrangement entered into with FPQ		Undertaken for 12 months	Note 1	Not applicable
Exercise relevant administrative (custodial) responsibilities for State Plantation Forests		Performed for 12 months	Note 2	Not applicable
State contribution (\$'000)		Not
Other revenue (\$'000)		30,504	32,905	applicable
Total cost (\$'000)		30,504	32,905	

Notes:

1. Undertaken until majority of staff transferred to FPQ Pty Ltd in late March 2010.
2. Administrative responsibility is to transfer to the Department of Environment and Resource Management under the arrangements for sale of State plantation forest assets late in the financial year.

INCOME STATEMENT

Forestry Plantations Queensland Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges		30,381	32,782	..
Grants and other contributions	
Other revenue		123	123	..
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		30,504	32,905	..
Expenses				
Employee expenses		30,430	32,830	..
Supplies and services		32	32	..
Grants and subsidies	
Depreciation and amortisation	
Finance/borrowing costs	
Other expenses		42	43	..
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		30,504	32,905	..
OPERATING SURPLUS/(DEFICIT)	1

STATEMENT OF CHANGES IN EQUITY

Forestry Plantations Queensland Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period	

BALANCE SHEET

Forestry Plantations Queensland Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		4,778	4,809	..
Receivables		890	424	..
Other financial assets	
Inventories	
Other		..	163	..
Non-financial assets held for sale	
Total current assets		5,668	5,396	..
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		201,842	216,177	..
Intangibles	
Other	
Total non-current assets		201,842	216,177	..
TOTAL ASSETS		207,510	221,573	..
CURRENT LIABILITIES				
Payables		391	456	..
Accrued employee benefits		3,507	3,170	..
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		3,898	3,626	..
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		3,898	3,626	..
NET ASSETS/(LIABILITIES)		203,612	217,947	..
EQUITY				
Capital/contributed equity		131,814	131,814	..
Retained surplus/(accumulated deficit)		71,798	86,133	..
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY	2	203,612	217,947	..

CASH FLOW STATEMENT

Forestry Plantations Queensland Office	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		33,419	32,783	..
Grants and other contributions	
Other		123	123	..
Outflows:				
Employee costs		(30,430)	(32,830)	..
Supplies and services		(32)	(33)	..
Grants and subsidies	
Borrowing costs	
Other		(3,080)	(43)	..
Net cash provided by/(used in) operating activities	
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held	3
Cash at the beginning of financial year		4,778	4,809	..
Cash transfers from restructure	
Cash at the end of financial year		4,778	4,809	..

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

1. FPQO operations during the latter part of this trading period included un-budgeted activities necessary to prepare the business for transfer to FPQ P/L.

Balance sheet

2. At the time of preparing this budget document any balance sheet accounts remaining within the Agency are awaiting transfer to other Government Agencies for the purpose of liquidating the entity.

Cash flow statement

3. FPQO operations during the latter part of this trading period included un-budgeted activities necessary to prepare the business for transfer to FPQ P/L.

QRAA

OVERVIEW

QRAA's role is to provide financial administrative services on behalf of the Australian, State and Territory governments throughout Australia in accordance with the *Rural and Regional Adjustment Act 1994*. Through the administration of loans, grants, rebates and subsidies, QRAA contributes to a more productive and sustainable rural and regional sector in Australia and other elements of the Queensland economy.

In 2010-11 QRAA will be contributing to the Government's *Toward Q2: Tomorrow's Queensland* ambitions of Strong – *Creating a diverse economy powered by bright ideas* and Green - *Protecting our lifestyle and environment*, through the implementation of new strategic priorities – cost leadership, business growth, service delivery excellence, and capability. In accordance with our Act, this direction will seek to stimulate demand for our services in both intrastate and interstate markets as well as encouraging growth to strengthen our core rural and regional Queensland sector.

REVIEW OF PERFORMANCE

Recent achievements

- Approval of more than 2,100 applications (estimated) from primary producers and small businesses for financial assistance in 2009-10.
- Approval of more than \$35 million (estimated) in drought related assistance to Queensland's primary producers and small businesses in 2009-10. This compares with a total of close to \$85 million in 2008-09.
- Securing three new programs to administer. These programs are the Regrowth Vegetation Clearing Financial Hardship Assessment; Special Disaster Assistance – Tropical Cyclone Charlotte and Ellie scheme; and Special Disaster Flood Assistance (March 2010) Scheme.
- Completing the administration of the Additional Irrigators Fixed Water Charges Rebate Scheme. A total of 680 applications were approved for assistance totalling approximately \$0.6 million. QRAA's commitment to customer service and prudent administration practices resulted in average application processing time of only 2.6 days and only two appeals being lodged for the program.
- Revising and implementing QRAA's business model and organisational structure to ensure that QRAA remains responsive to unexpected natural disasters and other external influences.
- Continuing to enhance the scope of QRAA's business to strengthen our overall financial and administrative position through our expansion strategies.

Future developments

- Following the severe and widespread flooding experienced in early 2010, the administration of associated concessional loans and special disaster flood assistance will continue in 2010-11. In addition to applications received in 2009-10, QRAA anticipates a further 1,200 applications for the Special Disaster Flood Assistance (March 2010) Scheme.
- The first quarter of 2010-11 will see significant energy placed on QRAA's national expansion strategy following approval of its new brand name Agentis Australia.

SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2,3	101.7	74	70.9

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The 2009-10 budget was established prior to an Australian Government revision and significant reduction in Exceptional Circumstances declared areas in Queensland. The resulting impact on the volumes of Exceptional Circumstances (EC) assistance applications was the catalyst for a commensurate reduction in QRAA's workforce to changing demands. QRAA utilises a contingent of temporary and casual staff as a means of aligning its workforce to changing demands.
3. QRAA's resourcing is demand driven and with an anticipated reduction in EC areas, it is likely that staff members will reduce accordingly in 2010-2011. The impacts of QRAA's planned business growth and new programs on workforce numbers is anticipated to increase above estimated forecast as new business is secured.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Arrears to loan portfolio		3%	1%	3%
Client satisfaction with QRAA's services	1	80%	80%	80%
Program owner satisfaction with QRAA's administration	2	New measure	New measure	75%
Applications processed within standard response indicators	3	85%	60%	85%
Awareness of QRAA in Queensland	4	80%	80%	80%
Growth of productivity loan portfolio		7%	8.5%	7%
New programs administered		3	3	3
State contribution (\$'000)		14,375	15,909	9,535
Other revenue (\$'000)		61,413	22,602	26,599
Total cost (\$'000)		59,655	74,134	20,774

Notes:

1. The bi-annual client satisfaction survey is to be conducted in 2009-10. Results from this survey will not be available until 30 June 2010.
2. This is a new service standard to be introduced in 2010-11.
3. The processing of applications was impacted by the high volume of Exceptional Circumstances experienced in 2008-09 which had a flow on effect into 2009-10. The volume of Special Disaster Flood Assistance grant applications associated with the Charlotte and Ellie disaster event in early 2009 contributed to the result. The 2010-11 Target is maintained at 85% to reflect reduced Exceptional Circumstances volumes. Loans however were processed in accordance with established timeframes with an estimated actual for 2009-10 of 86%.
4. The bi-annual client awareness survey is to be conducted in 2009-10. Results from this survey will not be available until 30 June 2010.

INCOME STATEMENT

QRAA	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	
Grants and other contributions	1	47,675	18,909	17,448
Other revenue	2	28,113	19,601	18,686
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		75,788	38,510	36,134
Expenses				
Employee expenses	3	9,092	7,578	7,105
Supplies and services		3,123	2,870	2,866
Grants and subsidies	4	44,500	61,186	8,500
Depreciation and amortisation		295	303	420
Finance/borrowing costs		2,645	2,198	1,883
Other expenses	
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		59,655	74,135	20,774
OPERATING SURPLUS/(DEFICIT)	5	16,133	(35,625)	15,360

STATEMENT OF CHANGES IN EQUITY

QRAA	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		16,133	(35,625)	15,360
Total recognised income and expense for the period		16,133	(35,625)	15,360
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		16,133	(35,625)	15,360

BALANCE SHEET

QRAA	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	6	69,477	92,940	73,697
Receivables	7	37,658	31,267	34,181
Other financial assets	
Inventories	
Other		..	120	120
Non-financial assets held for sale	
Total current assets		107,135	124,327	107,998
NON-CURRENT ASSETS				
Receivables	7	321,510	255,575	283,332
Other financial assets	
Property, plant and equipment		1,091	827	918
Intangibles		37	11	..
Other	
Total non-current assets		322,638	256,413	284,250
TOTAL ASSETS		429,773	380,740	392,248
CURRENT LIABILITIES				
Payables		239	536	536
Accrued employee benefits		1,392	1,500	1,500
Interest-bearing liabilities and derivatives		14,283	15,851	15,286
Provisions	
Other	
Total current liabilities		15,914	17,887	17,322
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		177	400	399
Interest-bearing liabilities and derivatives		223,050	220,736	217,450
Provisions	
Other	
Total non-current liabilities		223,227	221,136	217,849
TOTAL LIABILITIES		239,141	239,023	235,171
NET ASSETS/(LIABILITIES)		190,632	141,717	157,077
EQUITY				
Capital/contributed equity		(53,000)	(53,000)	(53,000)
Retained surplus/(accumulated deficit)		243,632	194,717	210,077
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		190,632	141,717	157,077

CASH FLOW STATEMENT

QRAA	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	
Grants and other contributions	1	47,675	25,091	17,448
Other	2	20,281	19,200	16,102
Outflows:				
Employee costs	3	(9,092)	(7,154)	(7,106)
Supplies and services		(3,123)	(2,881)	(2,866)
Grants and subsidies	4	(44,500)	(67,271)	(8,500)
Borrowing costs		(2,645)	(2,198)	(1,883)
Other		..	(531)	..
Net cash provided by/(used in) operating activities		8,596	(35,744)	13,195
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	7	38,004	59,687	36,913
Outflows:				
Payments for property, plant and equipment and intangibles		(450)	(396)	(500)
Payments for investments	
Loans and advances made	7	(65,001)	(59,675)	(65,000)
Net cash provided by/(used in) investing activities		(27,447)	(384)	(28,587)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings		12,000	11,750	12,000
Equity injections	
Outflows:				
Borrowing redemptions		(15,437)	(18,290)	(15,851)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(3,437)	(6,540)	(3,851)
Net increase/(decrease) in cash held		(22,288)	(42,668)	(19,243)
Cash at the beginning of financial year		91,765	135,608	92,940
Cash transfers from restructure	
Cash at the end of financial year		69,477	92,940	73,697

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

QRAA

Income statement

1. QRAA receives contributions from the Australian and Queensland Governments to fund various grant programs it administers, based on agreements between QRAA and the program owners.

All funds which are allocated to QRAA by the Governments for grant purposes and are controlled by QRAA are recognised as revenues in the year in which QRAA gains control of the funds and this is generally upon receipt of funds. QRAA recognises revenue upon receipt as required under Australian Accounting Standard AASB 1004.

Table 1.1 Grants and other contributions	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Grants and contributions from State Government				
QRAA Administration		8,175	8,175	8,685
NDRRA – Special Disaster Flood Assistance Scheme & others	i	..	6,000	..
Additional Irrigators Fixed Water Charges Rebate Scheme		500	201	..
RAS Exceptional Circumstances – Primary Producers	ii	..	333	850
RAS Exceptional Circumstances – Small Business				
Traveston Crossing & Wyaralong Dams Business Adjustment Scheme		1,200	1,200	..
Vegetation Management Framework Assistance Package	iii	2,000
Other state schemes	iv	2,500
Total received from State Government		14,375	15,909	9,535
Grants and other contributions from Australian Government				
RAS Exceptional Circumstances – Primary Producers	ii	30,303	3,000	6,962
RAS Exceptional Circumstances – Small Business		2,997	..	688
Total received from Australian Government		33,300	3,000	7,650
Total Grants and contributions		47,675	18,909	17,185

Notes

- i. SDFAS for Cyclones Charlotte and Ellie was a new scheme announced during the latter part of 2008-09 financial year, however, not included in the 2009-10 Budget.
 - ii. Funding provided for Rural Adjustment Scheme (RAS) Exceptional Circumstances is based on demand.
 - iii. Vegetation Management Framework Assistance Package Scheme will be completed in 2009-10 and budgeted funding was not required.
 - iv. No new programs eventuated in 2009-10 and nothing forecasted for 2010-11.
2. Other revenue refers to interest earned on loans made to rural producers and small businesses and interest earned on unutilised funds together with fee for service revenue generated from program administration.
 3. The decrease in the 2009-10 Estimated actual and 2010-11 Estimate was a result of the work force review and the departure of casual and temporary staff.
 4. Variations in expenditure on grants and subsidies are detailed in Table 1.2. Explanations with regards to variances should be read in conjunction with Table 1.1 and its notes.
 - v. Great Barrier Reef Marine Park Structural Adjustment Package scheme payments for 2009-10 were carried over from 2008-09.

Table 1.2 Grants and subsidies	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Great Barrier Reef Marine Park Structural Adjustment Package	v	..	9,181	..
Additional Irrigators Fixed Water Charges Rebate Scheme		400	202	..
NDRRA – Special Disaster Flood Assistance Scheme & others	i	..	6,000	..
RAS Exceptional Circumstances – Primary Producers	ii	30,057	34,608	7,735
RAS Exceptional Circumstances – Small Business		1,850	1,613	765
Small Business Emergency Assistance		100	100	..
Traveston Crossing Dam & Wyaralong Dam Business Adjustment Scheme		..	1,200	..
Vegetation Management Framework Assistance Package		12,093	8,282	..
Total grants and subsidies		44,500	61,186	8,500

5. Because QRAA recognises grant revenue upon receipt and there are often significant time intervals between receipt of program funds and the disbursements to clients, QRAA's annual operating result, i.e. a surplus or deficit is often materially affected and at variance with approved budget and estimates as a result of these timing differences. For example, QRAA received \$101.335 million under the Exceptional Circumstances program in the 2008-2009 year which was not fully disbursed to eligible applicants until 2009-2010 but recognised as revenue in the 2008-2009 year. This resulted in a variance between the actual and approved budget and estimates and therefore, a deficit is forecast for the 2009-2010 year as a result of this accounting treatment.
The latest 2009-2010 forward estimates reflect an operating deficit of \$35.62 million which compares unfavourably with the budgeted operating surplus of \$16.13 million. The major unfavourable variances included in the forward estimates are (i) Grants & Contributions *estimated actual* of \$18.9 million compared to the Grants & Contributions *budget* of \$47.7 million and (ii) Grants and subsidies *estimated actual* of \$61.2 million against the Grants and subsidies *budget* of \$44.5 million. Full details of variances by individual programs are included in *Table 1.1 Grants and other contributions* and *Table 1.2 Grants and subsidies*.
6. Significant increase in cash holdings between 2009-10 Budget and 2009-10 Estimated actual reflects increases in client repayments and major reduction in QRAA lending.
7. Significant decrease in client loan portfolio in the 2009-10 Estimated actual is due to higher than expected client repayments and reduced QRAA lending. Demand for new loans in 2010-11 is expected to increase.

Australian Agricultural College Corporation

OVERVIEW

Throughout 2009, the Australian Agricultural College Corporation (AACC) has consulted widely with industry and community in preparing a plan for its future entitled “Reconnecting Agricultural Educations”.

This recently announced plan (2010-2012) is based on three Core Priorities and three Enabling Priorities. Core priorities include: diversification of training products and services; creation of innovative training delivery methods; and building of partnership to promote career pathways. Enabling priorities are: renewal of infrastructure; investment in the workforce; and establishment of strong and effective governance.

The plan represents a key component of the “Fresh Approach” initiative, implemented by the Department of Employment Economic Development and Innovation (DEEDI) to build a \$34 billion Agricultural Industry by 2020. AACC is focussed on skilling the agricultural, pastoral and agribusiness workforce.

REVIEW OF PERFORMANCE

Recent achievements

- 2008-09 resulted in an increase in training delivery (average hours of contact) for the first time in four years. The projected delivery for 2009-10 will see a further increase.
- There have been a range of new industry based training programs delivered over the past 12 months. These include a chemical training program required by the Reef Protection Bill to approximately 600 Canegrowers. This was done in partnership with Mackay Canegrowers Association, BSES and AgriServ.
- Restructured the organisation to better focus on industry-based training and on responding to new business opportunities in the agribusiness sector.
- Built stronger links with DEEDI to ensure that the benefits of this partnership are evident to farmers and the agribusiness community.
- Legislation to form a new AACC Advisory Board was passed in Parliament early in 2010.

Future developments

- Re-engage with industry through the establishment of the Board and Industry Advisory Groups.
- Revitalise the full time residential training product through industry engagement.
- Grow the delivery of industry band training products and services.
- Build partnerships in training with the schools sector and specific groups (e.g. Indigenous people).
- Deliver new models of training such as cadetships, enterprise training.
- Build on-line/e-learning opportunities for students/clients.
- Renew and re-invest in infrastructure across the organisation (as outlined in the document “Reconnecting Agricultural Education”).
- Significant investment in the development of AACC’s workforce.
- Establish strong and effective governance arrangements.

SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
		220	220	210

Note:

1. Full-time equivalents (FTEs) as at 30 June.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Total number of VET students		4,000	4,110	4,200
Total competencies successfully completed		20,000	19,442	20,000
Level of stakeholder satisfaction with VET training services and products	1	New measure		
• QI Learners Survey				78%
• QI Employer Survey				72%
Percentage of successfully completed competencies compared with all modules assessed		89%	86%	89%
Percentage of completed competencies delivered at or above Certificate IV level	2	New measure		13%
Student Exit Survey	3	New measure		86%
Percentage of students employed or in further study 6 months after completing their training				
State contribution (\$'000)	4	17,818	19,530	19,218
Other revenue (\$'000)	5	9,907	8,195	7,472
Total cost (\$'000)		27,725	27,725	25,229

Notes:

1. Amended standard with new criteria, move from qualitative feedback to basing feedback on the AQTF Quality Indicator survey forms.
2. New standard for 2009-10, criteria from VET resource agreement.
3. Current estimate is based on feedback from industry and students utilised in the AACC Implementation Plan dialogues. Survey based on all students except the ones enrolled against correctional centre contracts.
4. State contribution funding for 2009-10 increased slightly due to an enterprise bargaining increase and increase in the budgeted amount for user choice.
5. The decrease in other revenue reflects expected decrease in agricultural production due to disinvest plan. Will be offset by an increase in fee for service training associated with business growth.

INCOME STATEMENT

Australian Agricultural College Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1, 3	3,146	2,995	3,754
Grants and other contributions	4, 8	19,530	19,530	19,218
Other revenue	2, 5, 9	5,049	5,200	3,718
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		27,725	27,725	26,690
Expenses				
Employee expenses		14,229	14,229	14,422
Supplies and services		6,857	6,857	6,951
Grants and subsidies		
Depreciation and amortisation	6, 10	3,656	3,656	2,018
Finance/borrowing costs		40	40	..
Other expenses	7, 11	2,443	2,443	1,838
Losses on sale/revaluation of property, plant and equipment and investments		500	500	..
Total expenses		27,725	27,725	25,229
OPERATING SURPLUS/(DEFICIT)		1,461

STATEMENT OF CHANGES IN EQUITY

Australian Agricultural College Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		..	(230)	108
Net amount of all revenue and expense adjustments direct to equity not disclosed above		..	737	315
Net income recognised directly in equity		..	507	423
Surplus/(deficit) for the period		1,461
Total recognised income and expense for the period		..	507	1,884
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		..	507	1,884

BALANCE SHEET

Australian Agricultural College Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	12	5,827	657	506
Receivables		1,294	1,294	1,062
Other financial assets	12	..	5,170	5,000
Inventories	13,18	615	615	268
Other		275	275	127
Non-financial assets held for sale	
Total current assets		8,011	8,011	6,963
NON-CURRENT ASSETS				
Receivables	
Other financial assets		158	158	95
Property, plant and equipment	14,19	108,385	108,385	110,133
Intangibles	
Other	15, 20	6,680	6,680	4,862
Total non-current assets		115,223	115,223	115,090
TOTAL ASSETS		123,234	123,234	122,053
CURRENT LIABILITIES				
Payables		731	731	498
Accrued employee benefits	16, 21	1,541	1,541	816
Interest-bearing liabilities and derivatives		265	265	160
Provisions	
Other	17,22	1,420	1,420	585
Total current liabilities		3,957	3,957	2,059
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	16,21	2,146	2,146	1,037
Interest-bearing liabilities and derivatives		58	58	..
Provisions	
Other	
Total non-current liabilities		2,204	2,204	1,037
TOTAL LIABILITIES		6,161	6,161	3,096
NET ASSETS/(LIABILITIES)		117,073	117,073	118,957
EQUITY				
Capital/contributed equity	
Retained surplus/(accumulated deficit)		34,028	34,028	35,804
Reserves:				
- Asset revaluation reserve		83,045	83,045	83,153
- Other (specify)	
TOTAL EQUITY		117,073	117,073	118,957

CASH FLOW STATEMENT

Australian Agricultural College Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	23, 27,32	3,215	3,064	3,666
Grants and other contributions	28,33	19,530	19,530	19,020
Other	24,29,34	5,018	5,353	3,962
Outflows:				
Employee costs	30,35	(13,879)	(13,755)	(16,256)
Supplies and services	25, 36	(6,844)	(6,933)	(8,654)
Grants and subsidies	
Borrowing costs		(40)	(40)	..
Other	26,36	(2,515)	(1,897)	(2,560)
Net cash provided by/(used in) operating activities		4,485	5,322	(822)
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	31,37	(485)	(485)	3,957
Investments redeemed		..	1,485	170
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(3,363)	(5,731)	(3,167)
Payments for investments		(3)
Loans and advances made	
Net cash provided by/(used in) investing activities		(3,851)	(4,731)	960
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions		(486)	(443)	(289)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(486)	(443)	(289)
Net increase/(decrease) in cash held		148	148	(151)
Cash at the beginning of financial year		5,679	509	657
Cash transfers from restructure	
Cash at the end of financial year		5,827	657	506

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The decrease relates to facility hire income and catering for third parties.
2. The increase in revenue from produce sales is due to favourable climate changes since the development of the 2009-10 Budget.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

3. The increase relates to facility hire & catering to third parties and the expectation of increased student revenue with implementation of the Reconnecting Agricultural Educations Strategy (RAES).
4. The decrease in grant funding is in relation to completion of major refurbishments.
5. The decrease is due to a reduction in revenue and expenses relating to agricultural produce as a result of disposal of some land holdings with implementation of the RAES.
6. The decrease is due to the sale of some assets with implementation of the RAES.
7. The decrease is due to expenses in relation to the sale of production land.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

8. The decrease in grant funding is in relation to completion of major capital building refurbishments.
9. The decrease is due to a reduction in revenue from produce sales as a result of disposal of some land holdings with implementation of the RAES.
10. The decrease is due to the sale of some assets with implementation of the RAES.
11. The decrease is due to expenses in relation to the sale of production land.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

12. The movement represents investment of cash into a short term financial investment.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

13. The decrease in inventories is due to the implementation of the RAES.
14. The increase in property, plant and equipment (PPE) is due to reinvestment strategies.
15. The decrease in other assets (including biological assets) is due to a reduction in production activities.
16. The decrease in accrued leave entitlements is due to the planned implementation of Voluntary Early Retirements (VERs).
17. The decrease in unearned revenue is from funds held in trust.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

18. The decrease in inventories is due to the implementation of the RAES.
19. The increase in property, plant and equipment (PPE) is due to reinvestment strategies.
20. The decrease in other assets (including biological assets) is due to a reduction in production activities.
21. The decrease in accrued leave entitlements is due to the planned implementation of VERs.
22. The decrease in unearned revenue relates to funds held in trust.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

23. The decrease relates to facility hire income & catering for third parties.
24. The increase in revenue from produce sales is due to favourable climate changes since the development of the 2009-10 budget.
25. The increase is due to an increase in repairs & maintenance due to aging PPE.
26. The decrease is due to Goods & Services Tax (GST).

Major variations between 2009-10 Budget and 2010-11 Estimate include:

27. The increase relates to facility hire & catering to third parties and the expectation of increased student revenue with implementation of the RAES.
28. The decrease in grants is due to completion of major refurbishments.
29. The decrease is due to reduced revenue from produce sales as a result of disposal of some land holdings with implementation of the RAES.
30. The increase is due to the impact of planned VERs resulting from the implementation of the RAES.
31. The increase is due to asset sales through implementation of the RAES.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

32. The increase relates to facility hire & catering to third parties and the expectation of increased student revenue with implementation of the RAES.
33. The decrease in grants is due to completion of major refurbishments.
34. The decrease is due to reduced revenue from produce sales as a result of disposal of some land holdings with implementation of the RAES.
35. The increase is due to the impact of planned VERs resulting from the implementation of the RAES .
36. The increase is due to costs associated with the RAES.
37. The increase in asset sales is due to implementation of the RAES.

Tourism Queensland

OVERVIEW

Tourism Queensland contributes to the Queensland Government's *TowardQ2: Tomorrow's Queensland* ambition of Strong – *Creating a diverse economy powered by bright ideas*. It maintains a network of international offices and works closely with Queensland's regional tourism organisations, government agencies, industry and the community to:

- provide industry leadership to ensure the ongoing development of a strong and sustainable tourism industry in Queensland
- deliver effective tourism marketing to grow leisure visitation, length of stay and expenditure in all of the state's destinations particularly for the benefit of Queensland's economy and job creation
- further develop tourism destinations by identifying new and enhanced tourism experiences and products as well as through increased presence in each tourism zone.

In 2009-10 Tourism Queensland had an estimated 154 full time equivalent staff.

REVIEW OF PERFORMANCE

Recent achievements

- Developing and implementing the Tourism Action Plan to 2012, in partnership with the Department of Employment, Economic Development and Innovation.
- Delivering activities under year one of the \$36 million, allocated to Tourism Queensland, under the *Protecting Tourism Jobs* election commitment. Activity included domestic retail/tactical activity, major event marketing and increased marketing in New Zealand and China.
- Extending the activity for Best Job in the World to maximise media and consumer interest.
- Creating a global brand identity under Tourism Queensland's Global Brand Strategy.
- Increasing development support for industry through sustainability activities, the finalisation of Queensland's suite of regional tourism opportunity plans and the appointment of an investment attraction role to support the delivery of these plans.

Future developments

- Continuing implementation of actions identified in the Tourism Action Plan to 2012.
- Delivering activities under year two of the \$36 million, allocated to Tourism Queensland, under the *Protecting Tourism Jobs* election commitment. Activity will include regional tourism development programs, domestic retail/tactical activity, targeted international marketing activity and major event marketing.
- Broadening Tourism Queensland's investment in key international priority markets, which are the United Kingdom, Japan, the United States, China and New Zealand.
- Continuing branded intra and interstate marketing activity with industry partners.
- Launching Queensland's global brand identity.
- Continuing to deliver development support for industry through sustainability and investment attraction activities.

SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
		154	154	158

Note:

1. Full-time equivalents (FTEs) as at 30 June.

PERFORMANCE STATEMENT

Service Standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est
Value of media and publicity generated by Tourism Queensland's activities in domestic and international markets	1	\$348 million	\$424 million	\$434 million
Value of cooperative investment in marketing campaigns	1,2	\$10.2 million	\$7.5 million	\$7 million
Number of Queensland Tourism Strategy initiatives implemented	1	58	58	60
Number of unique visitors to Tourism Queensland's websites	1,3	6.75 million	6.7 million	6.8 million
Number of subscribers to email database from market activity	1,4	450,000	435,000	440,000
State Contribution (\$000)		43,536	63,945	55,100
Other Revenue (\$000)		11,449	14,943	8,600
Total Cost (\$000)		54,985	78,888	63,700

Notes:

1. Tourism Queensland, in partnership with the Department of Employment, Economic Development and Innovation, Queensland Treasury Corporation, Queensland Treasury and the Office of Economic and Statistical Research, is developing an accountability framework to guide future investment in, and to measure the economic contribution and effectiveness its tourism marketing activities. At the time of this document's development the outcomes of the framework were not yet available. As such, Tourism Queensland's measures have not been amended for 2010-11. Tourism Queensland's 2011-12 performance statement will be amended based on the performance accountability framework.
2. The decline in cooperative investment in Tourism Queensland's marketing campaigns may be attributed to:
 - The Global Financial Crisis;
 - Free of charge industry participation in rescue campaign activity; and
 - Large accommodation groups negotiating attractive rates directly with the media rather than advertising through Tourism Queensland's cooperative program.
3. The slight decrease in visits to Tourism Queensland's websites is the result of an increasing trend to use campaign partner websites as a call-to-action, for example Flight Centre.
4. The decline in the number of subscribers to Tourism Queensland's email database is due to the organisation performing an audit and removing email addresses that are no longer current. This audit has provided cost efficiencies.

INCOME STATEMENT

Tourism Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	5,10	10,049	9,446	7,080
Grants and other contributions	1,6,11	43,536	63,945	55,100
Other revenue	2,12	1,400	5,497	1,520
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		54,985	78,888	63,700
Expenses				
Employee expenses	7,13	15,358	15,704	17,119
Supplies and services	3,8,14	37,616	54,293	40,309
Grants and subsidies	4,9,15	..	7,571	4,110
Depreciation and amortisation		1,000	920	1,148
Finance/borrowing costs	
Other expenses		1,011	400	1,014
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		54,985	78,888	63,700
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Tourism Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period	

BALANCE SHEET

Tourism Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		6,218	6,608	6,308
Receivables	16,20	5,466	2,485	2,483
Other financial assets	
Inventories	
Other		352	72	75
Non-financial assets held for sale	
Total current assets		12,036	9,165	8,866
NON-CURRENT ASSETS				
Receivables	
Other financial assets		107	107	107
Property, plant and equipment		2,101	2,239	1,522
Intangibles	
Other	
Total non-current assets		2,208	2,346	1,629
TOTAL ASSETS		14,244	11,511	10,495
CURRENT LIABILITIES				
Payables	17,24	4,923	6,334	5,020
Accrued employee benefits	21	2,675	3,497	4,133
Interest-bearing liabilities and derivatives	
Provisions	18,22	1,055	(100)	(200)
Other	19,23	4,294	248	248
Total current liabilities		12,947	9,979	9,201
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		280	336	346
Interest-bearing liabilities and derivatives	
Provisions		177
Other		328	330	82
Total non-current liabilities		785	666	428
TOTAL LIABILITIES		13,732	10,645	9,629
NET ASSETS/(LIABILITIES)		512	866	866
EQUITY				
Capital/contributed equity	
Retained surplus/(accumulated deficit)		512	866	866
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		512	866	866

CASH FLOW STATEMENT

Tourism Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	29,34	10,061	9,458	7,092
Grants and other contributions	25,30,35	43,536	63,945	55,100
Other	26,36	1,390	5,487	1,510
Outflows:				
Employee costs	31,37	(14,711)	(15,058)	(16,473)
Supplies and services	27,32,38	(40,343)	(55,303)	(42,014)
Grants and subsidies	28,33,39	..	(7,571)	(4,110)
Borrowing costs	
Other		(1,219)	(608)	(1,222)
Net cash provided by/(used in) operating activities		(1,286)	350	(117)
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(520)	(570)	(183)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(520)	(570)	(183)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		(1,806)	(220)	(300)
Cash at the beginning of financial year		8,024	6,828	6,608
Cash transfers from restructure	
Cash at the end of financial year		6,218	6,608	6,308

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The increase in Grant revenue is due to additional election commitment of \$12 million plus RTO grants returned to Tourism Queensland for distribution of \$6 million.
2. The increase in other revenue reflects licence fee subsidy of \$3 million and increases in interest and sundry receipts of \$1 million.
3. The increase in expenses is related to the increase in grant revenues.
4. The increase in grants and subsidies is due to RTO grants returned to Tourism Queensland for distribution.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

5. The variance in User charges primarily reflects reduced receipts for co-operative advertising.
6. The increase in grant revenue is due to additional election commitment of \$12 million.
7. The increase in employee expense is due to external publicity services bought in house at Tourism Queensland Board instruction.
8. The reduction in expenses is in line with reduced grant revenues.
9. The increase in grants and subsidies is due to RTO grants allocated to Tourism Queensland for distribution.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

10. The variance in User charges primarily reflects reduced receipts for co-operative advertising.
11. The decrease in grant revenue is due to removal of distributed grants of \$6 million.
12. The decrease in other revenue is due to an end to the licence fee subsidy of \$3 million.
13. The increase in employee expense is due to external publicity services bought in house at Tourism Queensland Board instruction.
14. The reduction in expenses is in line with reduced grant revenues, co-operative income and other revenues.
15. The reduction in grants and subsidies is due to a reduction in RTO grants administered.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

16. The reductions in receivables is due to the absence of hedge receivables.
17. The increase in payables reflects the decrease in provisions.
18. The reduction in provisions is reflected in an increase in payables.
19. The decrease in other liabilities is due to a reduction in unearned revenues and other accruals.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. The reductions in receivables is due to the absence of hedge receivables.
21. The increase in accrued employee benefits is due to increase in leave provisions.
22. The reduction in provisions is due to change in levels required.
23. The decrease in other liabilities is due to a reduction in unearned revenues and other accruals.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

24. The reduction in payables is attributed to a change in spending patterns.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

25. The increase in inflows from grants is due to additional election commitment of \$12 million plus RTO grants allocated to Tourism Queensland for distribution of \$6 million.
26. The increase in other inflows reflects a licence fee related receipt of \$3 million and increased interest and sundry revenue receipts \$1 million.
27. The increase in outflows for supplies and services is related to the increase in grant inflows.
28. The increase in outflows of grants and subsidies is due to the RTO grants allocated to Tourism Queensland for distribution.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

29. The decrease in user charges reflects reduced receipts for co-operative advertising.
30. The increase in inflows from grants is due to additional election commitment of \$12 million.
31. The increase in outflows of employee costs is due to external publicity services brought in house and wage increases.
32. The reduction in outflows for supplies and services is in line with reduced grants receipts.
33. The increase in outflows of grants and subsidies is equal to the RTO grants allocated to Tourism Queensland for distribution.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

34. The decrease in user charges reflects reduced receipts for co-operative advertising.
35. The decrease in inflows of grants is due to removal of distributed grants of \$6 million.
36. The decrease in other inflows is due to discontinuance of the licence fee subsidy of \$3 million.
37. The increase in outflows of employee costs is due to external publicity services brought in house and wage increases.
38. The reduction in outflows of supplies and services is in line with reduced grant receipts, co-operative receipts and other revenue receipts.
39. The reduction in outflows of grants and subsidies is due to cuts in RTO grants allocated for distribution.

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PART 12

Department of Infrastructure and Planning

Summary of departmental portfolio budgets

Page	Agency	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
2-72	Infrastructure and Planning - controlled	722,893	850,624	685,634
	Infrastructure and Planning - administered	388,784	568,600	451,040
2-96	Property Services Group	54,544	59,140	96,157
2-104	Urban Land Development Authority	37,070	21,271	70,445

Note:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Department of Infrastructure and Planning delivers three services. The first service, Local Government, is the responsibility of the Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships. The second two services, Infrastructure and Economic Development and Planning, reside with the Minister for Infrastructure and Planning's portfolio.

STRATEGIC ISSUES

The department supports the Coordinator-General in undertaking his regulatory role in assessing and approving infrastructure and other major projects. During 2010-11 the department will continue to deliver benefits for Queensland through planning, facilitation, delivery and coordination of strategic land use and major infrastructure projects and initiatives in collaboration with local governments and the community.

The objectives of the department are:

- plan, coordinate and deliver key infrastructure for economic, environmental and social development and employment creation in Queensland
- facilitate and lead major private sector and government projects
- plan, secure and manage land supply for urban, industrial and economic development and for conservation and public recreation
- collaboratively plan sustainable and dynamic urban and regional communities
- shape and support an efficient, effective and sustainable local government system
- strengthen a professional, ethical and high-performing organisation that values and nurtures its employees.

These objectives will be achieved when:

- critical and strategic infrastructure is facilitated and developed to meet government objectives
- grants and subsidies funding for local government is distributed to meet community needs
- major projects are facilitated and managed through the formal evaluation and approval stages in a timely manner
- land is identified and acquired to meet the delivery of critical, complex and strategic infrastructure
- land available for public recreation is increased
- regional plans are developed and implemented
- building sustainability is improved
- local governments meet financial management and accountability obligations
- governance, management practices and business systems are effective
- a diverse, flexible and highly-skilled workforce is delivering effective organisational outcomes.

As Queensland's population continues to grow, greater pressure will be placed on the capacity of existing infrastructure and demand for new infrastructure will increase. There will also be greater challenges in achieving housing affordability. Growth Management Queensland (GMQ) has been established within the department to implement the outcomes from the Queensland Growth Management Summit held in March 2010 and to enhance Queensland's approach to managing the opportunities and challenges of growth. GMQ will provide better linkages between land use planning, infrastructure delivery, economic development, protection of environmental assets, expansion of greenspace and affordable housing. It will also provide a complementary approach to regional planning and regional development.

Facilitating the delivery of infrastructure development opportunities and economic and social development that is sustainable remains a high priority for the department. Addressing the impacts on resource communities as a result of rapid growth also remains a focus of the department.

The department provides a policy and program environment that stimulates project development and streamlines project approvals to support job creation opportunities through land development and infrastructure delivery. The department applies the principles of sustainable development to planning the future mix of land use including planning and preparing for adequate supplies of industrial land. The department is well positioned to ensure land use and infrastructure planning outcomes deliver ecologically sustainable growth that effectively manage the competing demands posed by Queensland's continued growth. This includes outcomes as diverse as planning and preparing for adequate supplies of industrial land and land for nature conservation and public recreation.

The department contributes to the Government's *Toward Q2: Tomorrow's Queensland* ambitions of Strong - *Creating a diverse economy powered by bright ideas*, Green - *Protecting our lifestyle and environment* and Healthy - *making Queenslanders Australia's healthiest people*. In particular, the department leads the delivery of the Green target - *Protect 50% more land for nature conservation and public recreation*.

A key priority of the department is to work in partnership with the local government sector to build the sustainability of Queensland's local government system in line with the implementation of national frameworks for local governments. The provision of legislative and contemporary governance frameworks will shape and support an efficient, effective and sustainable local government system. To enable the local government sector to continually improve its performance and sustainability, the department will provide ongoing, generalised assistance to support skill and capacity development. Targeted assistance and capacity development will continue to address areas of particular risk to the sector.

2010-11 HIGHLIGHTS

Key service priorities for 2010-11 and beyond are:

- progressing the Government's growth management agenda arising from the Queensland Growth Summit including leading the government's regionalisation and decentralisation agenda and the development of the new Queensland Regionalisation Strategy
- coordinating the South East Queensland Infrastructure Plan and Program (SEQIPP) and the new Queensland Infrastructure Plan
- enabling infrastructure arrangements for growth areas in South East Queensland
- releasing the Wide Bay Burnett Regional Plan; the Draft Whitsunday Hinterland and Mackay Regional Plan

- implementing the SEQ Regional Plan; the Action Plan for the Far North Queensland Regional Plan; Maranoa-Balonne Regional Plan; Central West Regional Plan; and South West Regional Plan
- coordinating with North Queensland Bulk Ports on the proposed multi-cargo facility to expand commodity exports and aid large scale industrial development in the Abbot Point State Development Area, delivering on the Northern Economic Triangle Strategic Plan
- facilitating Transit Orientated Development (TOD) outcomes in key regional centres through the continuation of partnership projects in Brisbane, Moreton Bay, Logan and the Gold Coast
- releasing initial land parcels to market for the Yeerongpilly TOD, a demonstration project being undertaken in partnership with Brisbane City Council
- developing new \$45 million per annum Local Government Grants and Subsidies Program to commence on 1 July 2011
- providing support and advice to Councils on the new *Local Government Act 2009* as part of the Local Government Capacity Building Program
- providing funding of \$13.7 million to Cassowary Coast Regional Council for projects including the upgrade of the Innisfail water treatment plant and Jubilee Bridge
- continuing Local Government Electorate Act development
- providing ongoing support to Local Governments to develop Community Plans
- delivering Financial Management and Sustainability Workshops for Local Governments
- supporting the introduction of the *City of Brisbane Act 2010*
- reviewing Statutes applying to Local Governments, including the *Local Government Aboriginal Land Act 1978*
- providing \$5 million to the Mackay Regional Council to enhance the quality of show facilities at the Mackay Showgrounds
- finalising the Strategic Cropping Land Framework
- developing the Growth Management Program for South East Queensland
- completing the Surat Basin Regional Development Strategy
- progressing Stage 1 of the subdivision for the Aerospace and Defence Support Centre at Amberley
- completing the Structure Plan for the Ebenezer Regional Industrial Area and Maryborough Regional Industrial Area including Moonaboola Industrial Estate
- completing region wide industrial land demand studies for the Whitsunday Hinterland and Mackay (WHAM) Region and the Wide Bay Burnett Region as part of an economic and industrial land planning program
- completing availability and suitability assessments of identified sites for future industrial development at Mackay
- completing the Far North Queensland Industrial Land Study
- finalising corridor routes within the Gladstone State Development Area to facilitate the emerging LNG industry
- progressing Airport Link and Northern Busway Upgrade projects for completion by mid 2012 and Airport Roundabout Upgrade by end 2011
- continuing construction of Wyaralong Dam due by end 2011
- continuing construction of Northern Pipeline Interconnector (Stage 2) from Eudlo to Lake MacDonald which is due for completion by end 2011
- commencing construction of the Wyaralong Water Treatment Plant
- commencing investigation phase of Cedar Grove Connector
- completing design and construction of Whitsunday Coast Airport Upgrade by end 2010

- implementing water fluoridation infrastructure in 26 regional water treatment plants and completing fluoridation within South East Queensland and within Indigenous local authorities
- continuing to undertake Environmental Impact Statements on behalf of the Coordinator-General under the *State Development and Public Works Organisation Act 1971*
- coordinating stakeholder forum to identify common infrastructure and skills requirements associated with the development of the Galilee Basin
- completing CoalPlan 2030 which identifies likely growth path for Queensland's coal industry over the next 20 years and outlines infrastructure requirements to support this growth
- continuing implementation of remaining actions in Northern Economic Triangle Infrastructure Plan and complete review of the Plan
- coordinating delivery of infrastructure and planning initiatives under the Surat Basin Future Directions Strategy
- implementing the State's obligations under the Exclusive Mandate for Surat Basin Railway
- continuing the North West Queensland Energy Review to facilitate the provision of competitively priced and reliable energy to the north west
- delivering Stage 1 of the \$57.2 million Indigenous Community State Infrastructure Program to provide essential environmental and health infrastructure
- implementing the Priority Sewage Treatment Plant Upgrade Program (\$64.4 million)
- implementing the COAG Strategy on Water and Wastewater Services in remote communities under the National Water Security Plan for Cities and Town
- progressing the Gateway Process whereby significant programs or projects are reviewed at six key decision points in their lifecycle
- continuing to facilitate the delivery of the Gold Coast University Hospital
- progressing delivery of the Gold Coast Health and Knowledge Precinct, surrounding and integrated with the Gold Coast University Hospital and Griffith University in coordination with the Gold Coast Commonwealth Games Bid in terms of planning for the Games Village
- working in partnership with Brisbane City Council to develop the River City Blueprint
- delivering on Government's Cleaner, Greener Buildings policy by requiring new homes and major renovations to meet 6 star or equivalent energy efficient standards and codify requirements of 'end of trip' facilities for major developments by end of 2010
- evaluating the performance of Councils through the sustainability reporting process in line with implementation of the National Frameworks for Local Government Sustainability
- implementing Stage 2 of the Government's Pool Safety Improvement Program
- continuing to deliver on *Toward Q2: Tomorrow's Queensland* 'Green' target of protecting 50 per cent more land for nature conservation and public recreation including implementation of the SEQ Greenspace Strategy; and Network and Urban Open Space and opening the Maroochy River Trail and 100km of the Brisbane Valley Rail Trail
- progressing the Koala State Planning Policy and State Planning Regulatory Provisions
- completing Stage 2 of the Land Management Plan for the Environmental Management Precinct, Curtis Island and Gladstone State Development Area
- establishing an Environmental Management Precinct for the Kaili Valley Wetlands within the Abbot Point State Development Area.

RECENT ACHIEVEMENTS

Significant achievements and targets met during 2009-10 include:

- a successful submission to Infrastructure Australia with funding obtained from the Building Australia Fund for the Ipswich Motorway; Bruce Highway; Gold Coast Rapid Transit; and Brisbane Inner City Rail Feasibility Study
- prepared 10 Coordinator-General's evaluation reports and two Coordinator-General's evaluation change reports for projects with an estimated capital value of \$25 billion and estimated to support around 23,000 construction and operational jobs. Approximately 90% of these jobs are estimated to be created in regional Queensland
- undertook assessment of environmental impact statements for a further 29 projects with an estimated capital value of around \$92 billion and estimated to support around 59,100 construction and operational jobs
- facilitated development of the Surat Basin Future Directions Strategy
- commenced community consultation on the proposal to declare a State Development Area over the Surat Basin Railway corridor
- completed 42 of the 120 Actions identified under the Northern Economic Triangle Infrastructure Plan
- updated the Project Assurance Framework and Value for Money Framework
- continued the roll-out of water fluoridation infrastructure achieving the delivery of fluoridated water for almost 80 percent of Queensland's population (100% within South East Queensland and 33% for regional Queensland), and continued to progress implementation of fluoridation in six Indigenous Councils
- identified a baseline of 81,000 hectares for land for public recreation in the South East Queensland region and collected data in order to finalise a baseline for Queensland
- released the *Draft Queensland Greenspace Strategy* for public consultation. The strategy focuses on implementation processes to achieve the Toward Q2 target - *Protect 50% more land for nature conservation and public recreation.*
- completed the *Queensland Outdoor Recreation Strategic Framework* and the *SEQ Outdoor Recreation Strategy*
- opened a further 21 km of regional recreation trails in South East Queensland
- the *Sustainable Planning Act 2009* commenced on 18 December 2009 and combines cultural and operational changes to deliver a more sustainable planning system
- commenced a state-wide program of capacity building and training, under the Qplan banner providing new tools to users of the planning, development and building system
- continued roll-out of Smart eDA with 35 Councils and 16 state government referral agencies signed up to participate in the more effective and efficient development assessment service
- released the South East Queensland Regional Plan 2009–2031; South West Queensland Regional Plan; Central West Queensland Regional Plan; Maranoa-Balonne Regional Plan; Draft State Planning Regulatory Provisions for Wide Bay Burnett; North West Queensland Regional Plan and Far North Queensland Regional Plan
- developed the *Draft South East Queensland Climate Change Management Plan* for public consultation
- implemented the Housing Affordability Strategy including Ministerial approval of the Fitzgibbon, Northshore Hamilton and Bowen Hills Urban Development Area Schemes and the declaration of the Clinton (Gladstone); Oonoonba (Townsville); Andergrove (Mackay); and Woolloongabba Urban Development Areas
- progressed the planning for several Declared Master Planned Areas including Coomera, Palmview, Maroochydore and Caloundra South to provide planning certainty and improve land supply for housing and employment

- supported local governments to prepare Priority Infrastructure Plans
- continued to deliver commitments under the completed Local Government Grants and Subsidies Program including high priority sewerage treatment plant upgrades totalling \$437.9 million
- introduced a new state-wide performance measurement and reporting system for councils in accordance with the National Frameworks for Local Government Sustainability including the Asset Management Advancement Program (A-MAP) and a “Guide to Financial Management (Sustainability) 2009”
- delivered Financial Management and Sustainability Workshops for Mayors, Councillors and CEOs across the State as a key component of the Local Government reform program
- supported the implementation of the *Animal Management (Cats and Dogs) Act 2009*
- provision under the Natural Disaster Resilience Program for Murweh Shire Council to identify flood mitigation strategies, allowing Council to employ a Community Economic Recovery Coordinator to work on flood mitigation
- provision of additional funding of \$8 million to the Lockyer Valley Regional Council towards the Gatton Art and Cultural Centre bringing total government contribution for the project to \$11 million
- implemented Stage 2 of the Sustainable Housing Policy by mandating 5 star energy equivalence rating for new houses and major renovations; a mandatory sustainability declaration; greenhouse efficient hot water systems; electricity sub-metering for all new multi-residential and office buildings; and Banning the Banners
- introduced a two-staged swimming pool safety improvement strategy
- established the Transit Oriented Development Implementation Unit and the Board for Urban Places to advise on major urban development and infrastructure projects
- released the *North East Gold Coast land use, economic and infrastructure strategy* and the *Strategic Cropping Land Framework discussion paper* for public comment
- continued to work with Chalco and the Aurukun and Bowen communities in relation to the feasibility study for a bauxite mine and alumina refinery
- commenced upgrade to the existing Whitsunday Coast Airport (\$7 million)
- facilitated arrangements to develop the future Townsville Ocean Terminal and its integration within the Port of Townsville
- undertook the tender and bidding process for the Northern and Southern Gold Coast Marine Development projects
- continued to facilitate the delivery of the Gold Coast University Hospital
- progressed Development Application for Material Change of Use for development of the Aerospace and Defence Support Centre at Amberley
- progressed delivery of a Gold Coast Health & Knowledge Precinct, surrounding and integrated with the Gold Coast University Hospital and Griffith University
- completed industrial land studies for the Moreton Bay, North Brisbane and Gympie regions
- completed site suitability studies for provision of future industrial land in Mackay
- secured industrial land in Cairns through the Mount Peter Master Planning Project
- initiated the preparation of the Industrial land Monitoring Program for SEQ
- completed Stages 1 and 2 of the Special Industry Estates Study, including identification and assessment of preferred sites; commenced stage 3 of detailed on-site land suitability investigations; and consultations with local governments and community
- completed a Social Infrastructure Strategic Plan for the Gladstone Region, including an Action Plan to guide future investment in regional social infrastructure

- progressed the planning and corridor development in the Gladstone region to facilitate the LNG industry, including the declaration of Callide Infrastructure Corridor State Development Area as a “gas superhighway” to facilitate and effectively manage the planned development of co-located pipelines and associated infrastructure
- commenced extension of the Gladstone State Development Area to include an Infrastructure Corridor crossing The Narrows to Curtis Island to facilitate the LNG project
- completed Stage 1 of the Environmental Management Precinct study, Curtis Island, Gladstone State Development Area. Commenced Stage 2 to develop a management plan for the area
- completed corridor and industrial and parcel identification in the Abbot Point State Development Area and identified three possible areas for future coal stockpiles
- commenced a study to investigate the possibility of LNG industries at Abbot Point and developed an environmental management precinct in the Abbot Point State Development Area
- five Material Change of Use applications approved to assist with the new land use development within the Queensland Children’s Hospital State Development Area and the delivery of the Queensland Children’s Hospital project.

DEPARTMENTAL SERVICES

The Government’s Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of ‘outputs’ and ‘performance measures’ that were previously used in Service Delivery Statements. They are replaced with ‘services’ and ‘service standards’. These terms are defined in the Budget Readers’ Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year’s Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

The Department of Infrastructure and Planning delivers three services:

Local Government – partnering with local governments to deliver sustainable and accountable local government services and infrastructure, providing services and advice in the areas of governance, monitoring and performance analysis, interventions and investigations, and targeted initiatives in support of Indigenous local governments, capacity building and funding.

Planning – providing leadership by collaborating with state agencies, local government and other stakeholders to effectively plan for growth and infrastructure provision in Queensland, to maintain a high quality of life and facilitate sustainable development.

Infrastructure and Economic Development* - planning, identification, coordination and delivery of infrastructure projects, and industrial and community infrastructure land development which underpin the economic and social growth and sustainability of the State.

*Note: This incorporates the former output of Infrastructure Services.

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services				
Planning	2	331	264	276
Infrastructure and Economic Development	3,4,5	233	270	271
Local Government		160	193	189
Total services		724	727	736
BUSINESS UNITS				
Property Services Group		20	19	20
Total business units		20	19	20
Total		744	746	756

Notes:

- Full-time equivalents as at 30 June.
 - As the ratio of staff between services has changed since 2008-09 the corporate allocations have changed accordingly.
 - The 2010-11 Estimate has been calculated using a 6% vacancy rate.
- The FTEs for Planning service has been reduced by 24 due to the machinery of government transfer of the Planning Information and Forecasting Unit to the Government Statistician's office.
- The Infrastructure and Economic Development (IED) service has been impacted by the transfer of the Liquid Natural Gas program (6) to Department of Employment, Economic Development and Innovation.
- Infrastructure and Economic Development has gained a number of positions (12) for Land Acquisition that have been filled during the year. These positions are on a cost recovery basis. The number of temporary placements within IED has grown by 25 due to project commitments.
- Infrastructure Policy was part of the IED output for the 2009-10. This is now in the corporate distribution.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Planning	51,412	50,188	178	..	1,046
Infrastructure and Economic Development	88,256	53,634	11,738	..	34,749
Local Government	545,966	545,966
Total	685,634	649,788	11,916	..	35,795

Note:

- Explanations of variances are provided in the financial statements.

ADMINISTERED ITEMS

Administered activities are those undertaken by the department on behalf of the Government. The department administers funds:

- provided by the Australian Government as Financial Assistance Grants for local governments under the *Local Government (Financial Assistance) Act 1995 (Commonwealth)* to support the service provision capacity of councils
- for the Tablelands Regional Council for tourist infrastructure in Kuranda
- for Queensland Water Infrastructure Pty Ltd to enable repayment of debt
- for the continuing operation of the Urban Land Development Authority (ULDA).

DESCRIPTION

Commonwealth Financial Assistance Grants

Queensland's Local Government Grants Commission is an independent body appointed by the State Government to recommend the distribution of the Australian Government funded Financial Assistance Grant. The grant is aimed at improving the capacity of local governments to provide services. In 2009-10, \$0.28 million was made available to local governments for general purposes and road purposes. An advance payment from 2009-10 was paid to local governments in 2008-09 of \$94.5 million. Queensland's Local Government Grants Commission will continue to undertake research on its distribution methodology as outlined in the Commission's yearly report for 2009. Funding of \$397.7 million will be made available to local governments in 2010-11.

Kuranda Infrastructure Levy

The department administered an arrangement which resulted in \$0.44 million in 2009-10 (consisting of contributions from Queensland Rail) being provided to Tablelands Regional Council for the provision of tourist infrastructure in the town of Kuranda. Legislation is in place to ensure any third party operators on the Kuranda line also contribute to the levy arrangement.

Kuranda Skyrail Levy

An amount of \$0.4 million received from the operator of the Kuranda Skyrail toward the provision of tourist infrastructure in the town of Kuranda was forwarded to Tablelands Regional Council in 2009-10.

Queensland Water Infrastructure

The Government provided funding in the form of a grant to Queensland Water Infrastructure Pty Ltd to enable repayment of debt related to the estimated costs of the Traveston Crossing Dam as a result of the decision not to proceed with construction of the dam.

Urban Land Development Authority

The Government provided funding of \$7.6 million in 2009-10 for the continuing operation of the Urban Land Development Authority (ULDA). The ULDA was established in late 2007 as part of the Queensland Housing Affordability Strategy.

Financial statements and variance explanations in relation to Administered Items appear in the 'Departmental Financial Statements'.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Planning				
Percentage of milestones completed on priority projects identified in Regional Plan implementation programs	1	80%	80%	80%
Number of Regional Plans reviewed in accordance with statutory timeframes	2	1	1	1
Percentage of statutory advice provided to councils, development industry and community within statutory timeframes	3	100%	100%	100%
Delivery of agreed policies under the Cleaner, Greener, Building election commitment and other building-related policy reforms at the agreed times	4	New measure	100%	100%
Delivery of the agreed policies for pool safety law related changes at the agreed times.	5	New measure	100%	100%
Development of a land inventory system to support monitoring and reporting on progress toward the Q2 green target (land inventory system to support monitoring and reporting progress to achieve the Q2 target to protect 50% more land for nature conservation and public recreation).	6	New measure	95%	100%
Delivery of approved program of strategic land use and infrastructure projects within agreed timeframes.	7	New measure	100%	100%
Degree of stakeholder satisfaction with training and capacity building initiatives delivered to support the implementation of reforms to improve the State's planning and development framework.	8	New measure	87%	85%
State contribution (\$000)	21,23	54,941	49,461	50,188
Other revenue (\$000)	24,26	2,493	3,476	1,224
Total cost (\$000)	22,25	57,434	51,212	51,412

Service: Infrastructure and Economic Development

Industry, key stakeholders and community groups level of satisfaction with the timeliness and subsequent quality of outcomes from the economic projects and programs delivered during the year:

- | | | | | |
|----------------|---|-------------|-------|-----|
| • Satisfaction | 9 | New measure | 84% | 75% |
| • Timeliness | 9 | New measure | 66.5% | 65% |

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Community and environmental groups level of satisfaction with the sustainability of decisions on departmental infrastructure projects during the year.	10	New measure	N/A	75%
Percentage of total number of projects being progressed or implemented, which met committed timeframes and milestones	11	New measure	85%	80%
Number of State infrastructure projects being progressed or delivered (including projects associated with major strategies and plans) to meet committed Government outcomes	12	New measure	74	75
Number of industrial land solutions implemented during the year across the State for proposed major project developments.	13	New measure	1,248	1,100
Percentage of Queensland population receiving fluoridated drinking water supply:				
• within SEQ	14	New measure	100%	N/A
• outside SEQ (excluding Indigenous local authorities)	15	New measure	33%	66%
• within Indigenous local authorities	16	New measure	0%	100%
State contribution (\$000)	27,28,31	61,501	58,554	53,634
Other revenue (\$000)	29,32	34,670	34,748	46,487
Total cost (\$000)	30,33	93,671	94,174	88,256
Service: Local Government				
Percentage of local governments satisfied with advice and services provided by the department	17	80%	83%	95%
Percentage of community infrastructure projects funded by the department completed by local governments within approved timeframes	18	New measure	80%	85%
Percentage of local governments considered to be sustainable in accordance with local government performance measurement and reporting standards	19	New measure	64%	100%
Percentage of targets achieved in the strategy addressing significant issues in the Queensland Auditor-General's Annual Report	20	New measure	87%	90%
State contribution (\$000)	34,37,40	565,581	689,014	545,966
Other revenue (\$000)	35,38	6,207
Total cost (\$000)	36,39,41	571,788	705,238	545,966

Notes:

1. Currently more than 60 priority projects associated with Regional Plan implementation programs across the State are being progressed by the department.
2. Following a review during 2009-10 the *South East Queensland Regional Plan 2009-2031* was released in July 2009. The 2010-11 Target/estimate refers to the Wide Bay Burnett Regional Plan due for finalisation in March 2011.
3. The 2009-10 Estimated actual indicates the department met all timeframes under the *Sustainable Planning Act 2009* in relation to Ministerial Call-ins and concurrency agency requests.
4. The 2009-10 Estimated actual reflects the department's responsibility for delivering four of the initiatives of the Cleaner Greener Buildings policy, and building policy reforms including *Toward Q2: Tomorrow's Queensland*, *Climate Q: Toward a Greener Queensland*, *Climate Smart 2050* and the Council of Australian Government's agenda.
5. The department successfully implemented Stage one during 2009-10, with all components being achieved and is on track to fully implement stage two of the new pool safety laws.
6. During the year the department successfully identified a methodology to identify and use existing datasets within State Government to capture information on Land for Public Recreation. This is expected to be finalised in 2010-11.
7. The department fully achieved its program of strategic land use and infrastructure projects during 2009-10. This included 12 headline strategic planning and infrastructure projects, incorporating 16 milestones.
8. The 2009-10 Estimated actual includes results of surveys and feedback obtained through the department's planning and building programs. The planning program conducted 62 training and information events for more than 2,900 clients regarding QPlan, whilst the building program conducted seminars and roadshows to train and inform about building legislative changes.
9. Results were determined from an annual Business Improvement Survey. The element of satisfaction is an average of the satisfaction of the respondents with the department in relation to its level of expertise, the willingness to assist and the transparency in the context of the environmental impact process. The element of timeliness is an average of the satisfaction of the respondents with the department in relation to its responsiveness and timeliness in the context of the environmental impact process.
10. The annual Business Improvement Survey conducted in 2009-10 did not include questions to allow for this service standard to be calculated. Specific questions will be included in the 2010-11 survey.
11. The 2009-10 Estimated actual reflects 147 of 173 projects on track to committed timeframes and milestones.
12. The 2009-10 Estimated actual of 74 comprises 61 projects directly related to private and public State infrastructure projects and a further 13 projects associated with conducting additional research, planning, studies and assessments etc.
13. The definition of a "land solution" includes a number of actions and deliverables associated with land projects undertaken by the department. Actions and deliverables may include the registration of a Critical Infrastructure Easement within the Titles Office, gazettal of land, signing of a contract to purchase, declaration of a State Development Area, material change of use approval or the finalisation of a report identifying land for industrial development.
14. Seqwater has completed construction of all 20 water treatment plants required to be fluoridated by 31 December 2009, achieving a fluoridated water supply to 100% of the population within South East Queensland. To ensure safe ongoing supply, commissioning and performance testing has been extended, which requires varying fluoridation hours, allowing for any monitoring, upgrade or rectification to be completed within the plants. Service standard not continued into 2010-11 as program has been completed.
15. The 2009-10 Estimated actual reflects that six non-SEQ water supply treatment plants commenced fluoridation during 2009-10. The 2010-11 Estimated target represents an additional 26 non-SEQ water supply treatment plants to be fluoridated next year. This will leave a balance of 71 non-SEQ water supply treatment plants to be fluoridated to ensure full compliance with the Water Fluoridation Regulation 2008.
16. Fluoridation to be implemented at Torres Shire, Yarrabah, Aurukun, Doomadgee, Palm island and Cherbourg water supplies is now scheduled for completion in September 2010. These implementations are 9 months behind the regulated date due to advice from Queensland Health to address issues specific to communities including undertaking detailed consultation with these communities. All activities were delayed due to restricted access to communities during the last wet season. Kowanyama Aboriginal Shire Council successfully sought an exemption from the requirement to fluoridate due to the naturally occurring high levels of fluoridation in the groundwater that supplies the town.
17. The 2009-10 Estimated actual was determined through the department's annual Business Improvement Survey.
18. Of the 452 projects scheduled for completion in 2009-10, representing \$818 million in allocated funding, there has been 362 (80%) completed on target this financial year.
19. The 2010-11 Target/estimate reflects the department's aspiration to achieve a high standard. The first annual Financial Management (Sustainability) return process was concluded in December 2009. All mainstream councils and Torres Strait Island Regional Council were included in the process, with 54 councils providing returns. The councils were assessed against criteria including asset management, financial management (sustainability), governance and community engagement. Support to councils is provided through provision of Financial Management and Reporting workshops held throughout the State and provision of practical guides. It is anticipated that all Indigenous councils will also be included in the State Sustainability and Reporting process within the near future.
20. As a result of the 2009 Auditor-General's report the department's strategy was to provide intensive support to Indigenous Councils to assist them in submitting their 2008-09 financial statements to the Auditor-General's office by their due date. This support resulted in a significant reduction in the number of Indigenous Councils who did not lodge financial statements on time (sixteen reduced to two).

Planning

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual

21. The decrease principally relates to the deferral of funding for the Transit Oriented Development program to 2010-11 as a result of ongoing consultations with Regional Councils.
22. The decrease principally relates to the deferral of funding for the Transit Oriented Development program to 2010-11 as a result of ongoing consultations with Regional Councils.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate

23. The decrease principally reflects the reduced funding for a number of planning projects as they near completion.
24. The decrease principally due to a decrease in capital grants received from the Australian Government for the Smart eDA program.
25. The decrease principally reflects the reduced funding of a number of planning projects as they near completion.

Major variations between 2009-10 Estimated actual and 2010-11 Estimate

26. The decrease is principally due to a decrease in capital grants received from the Australian Government for the Smart eDA program.

Infrastructure and Economic Development

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual

27. The decrease principally relates to the transfer of funding for the new marine precinct in Townsville to another department.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate

28. The decrease principally relates to a reduced level of funding for managing the Airport Link Project.
29. The increase reflects the contributions to the Whitsunday Coast Airport upgrade, the Surat Basin Railway project, and the purchase of easements along the Stanwell to Gladstone corridor.
30. The decrease principally relates to a reduced level of funding for the Airport Link Project.

Major variations between 2009-10 Estimated actual and 2010-11 Estimate

31. The decrease principally relates to a reduced level of funding for managing the Airport Link Project.
32. The increase reflects the contributions to the Whitsunday Coast Airport upgrade, the Surat Basin Railway project, and the purchase of easements along the Stanwell to Gladstone corridor.
33. The decrease principally relates to a reduced level of funding for managing the Airport Link Project.

Local Government

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual

34. The increase primarily reflects increased funding for Natural Disaster Relief and Recovery Arrangements and the bring forward of funding for the Local Government Grant and Subsidy programs. This is partially offset by the realignment of funding to 2010-11 and 2011-12 as a result of revised forecasts for the Indigenous State Infrastructure program.
35. The decrease is due to a reduction in the recognition of funds previously recognised from unearned revenue for Joint Agency Infrastructure programs.
36. The increase primarily reflects increased funding for Natural Disaster Relief and Recovery Arrangements and the bring forward of funding for the Local Government Grant and Subsidy programs. This is partially offset by the realignment of funding to 2010-11 and 2011-12 as a result of revised forecasts for major the Indigenous State Infrastructure program.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate

37. The decrease principally relates to the bring forward of funding for the Local Government Grant and Subsidy program. This is partially offset by the realignment of funding from 2009-10 to 2010-11 as a result of revised forecasts the Indigenous State Infrastructure program.
38. The decrease is due to a reduction in the recognition of funds previously recognised from unearned revenue for Joint Agency Infrastructure programs.
39. The decrease principally relates to the bringing forward of funding for the Local Government Grant and Subsidy program. This is partially offset by the realignment of funding from 2009-10 to 2010-11 as a result of revised forecasts for the Indigenous State Infrastructure program.

Major variations between 2009-10 Estimated actual and 2010-11 Estimate

40. The decrease principally relates to the provisional decrease in funding for the Natural Disaster Relief and Recovery Arrangements pending final assessment of funding requirements for 2010-11; and the bring forward of funding for the Local Government Grant and Subsidy program.
41. The decrease principally relates to the provisional decrease in funding for the Natural Disaster Relief and Recovery Arrangements pending final assessment of funding requirements for 2010-11, and the bring forward of funding for the Local Government Grant and Subsidy program.

INCOME STATEMENT

Department of Infrastructure and Planning	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,7,15	682,023	797,029	649,788
User charges	2,8,16	14,650	17,218	11,916
Grants and other contributions	3,9,17	27,694	19,980	34,769
Other revenue		1,026	1,026	1,026
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		725,393	835,253	697,499
Expenses				
Employee expenses	4,10,18	84,544	78,575	82,255
Supplies and services	11,19	86,833	85,582	72,066
Grants and subsidies	5,12,20	548,056	683,007	529,356
Depreciation and amortisation		1,367	1,367	1,064
Finance/borrowing costs	
Other expenses		893	893	893
Losses on sale/revaluation of property, plant and equipment and investments	13,21	1,200	1,200	..
Total expenses		722,893	850,624	685,634
OPERATING SURPLUS/(DEFICIT)	6,14,22	2,500	(15,371)	11,865

STATEMENT OF CHANGES IN EQUITY

Department of Infrastructure and Planning	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		2,500	(15,371)	11,865
Total recognised income and expense for the period		2,500	(15,371)	11,865
Equity injection/(withdrawal)		23,673	15,857	(7,571)
Equity adjustments (MoG transfers)		..	(45)	..
Total movement in equity for period		26,173	441	4,294

BALANCE SHEET

Department of Infrastructure and Planning	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	23,35,47	19,605	47,637	31,849
Receivables	24,36	11,625	5,456	5,456
Other financial assets	
Inventories		..	54	54
Other		104	200	200
Non-financial assets held for sale	25,37	27,502	6,170	6,170
Total current assets		58,836	59,517	43,729
NON-CURRENT ASSETS				
Receivables	
Other financial assets		21,137	21,137	21,137
Property, plant and equipment	26,38,48	95,196	104,639	119,271
Intangibles	27,39,49	18,540	6,995	12,445
Other	
Total non-current assets		134,873	132,771	152,853
TOTAL ASSETS		193,709	192,288	196,582
CURRENT LIABILITIES				
Payables	28,40	26,002	33,684	33,684
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	29,41	2,464	11,238	11,238
Other	30,42	1,637	(101)	(101)
Total current liabilities		30,103	44,821	44,821
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	31,43	3,423
Other	
Total non-current liabilities		3,423
TOTAL LIABILITIES		33,526	44,821	44,821
NET ASSETS/(LIABILITIES)		160,183	147,467	151,761
EQUITY				
Capital/contributed equity	32,44,50	(6,212)	118,978	111,407
Retained surplus/(accumulated deficit)	33,45,51	17,803	(1,812)	10,053
Reserves:				
- Asset revaluation reserve	34,46	148,592	30,301	30,301
- Other (specify)	
TOTAL EQUITY		160,183	147,467	151,761

CASH FLOW STATEMENT

Department of Infrastructure and Planning	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	52,61,69	685,898	804,549	649,788
User charges	53,62,70	13,150	130,525	11,916
Grants and other contributions	54,71	33,901	19,980	34,769
Other		1,026	1,026	1,026
Outflows:				
Employee costs	55,63,72	(84,544)	(78,575)	(82,255)
Supplies and services	56,73	(90,708)	(198,457)	(72,066)
Grants and subsidies	57,64,74	(548,056)	(686,652)	(529,356)
Borrowing costs				
Other		(893)	(893)	(893)
Net cash provided by/(used in) operating activities		9,774	(8,497)	12,929
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	65,75	5,335
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	58,66,76	(46,042)	(13,079)	(26,481)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(46,042)	(13,079)	(21,146)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	59,67,77	199,420	36,720	112,896
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	60,68,78	(175,747)	(20,863)	(120,467)
Net cash provided by/(used in) financing activities		23,673	15,857	(7,571)
Net increase/(decrease) in cash held		(12,595)	(5,719)	(15,788)
Cash at the beginning of financial year		32,214	53,370	47,637
Cash transfers from restructure		(14)	(14)	..
Cash at the end of financial year		19,605	47,637	31,849

ADMINISTERED INCOME STATEMENT

Department of Infrastructure and Planning	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	79,81,83	377,840	283,716	397,696
Taxes, fees and fines		488	488	488
Royalties, property income and other territorial Revenue	
Interest	
Administered revenue	80,82,84	388,784	568,600	451,040
Other	
Total revenues		767,112	852,804	849,224
Expenses				
Supplies and services	
Depreciation and amortisation	
Grants and subsidies	80,82,84	388,784	568,600	451,040
Benefit payments	
Borrowing costs	
Other	
Total expenses		388,784	568,600	451,040
Net surplus or deficit before transfers to Government		378,328	284,204	398,184
Transfers of administered revenue to Government		378,328	284,204	398,184
OPERATING SURPLUS/(DEFICIT)	

ADMINISTERED BALANCE SHEET

Department of Infrastructure and Planning	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	85,86	135	1,599	1,599
Receivables	
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		135	1,599	1,599
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets	
TOTAL ADMINISTERED ASSETS		135	1,599	1,599
CURRENT LIABILITIES				
Payables	85,86	..	1,597	1,597
Transfers to Government payable	
Interest-bearing liabilities	
Other	
Total current liabilities		..	1,597	1,597
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities	
Other	
Total non-current liabilities	
TOTAL ADMINISTERED LIABILITIES		..	1,597	1,597
ADMINISTERED NET ASSETS/(LIABILITIES)		..	2	2
EQUITY				
Capital/Contributed equity		(64,055)	(63,193)	(63,193)
Retained surplus/(Accumulated deficit)		64,190	63,195	63,195
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL ADMINISTERED EQUITY		135	2	2

ADMINISTERED CASH FLOW STATEMENT

Department of Infrastructure and Planning	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	87,91,93	388,784	663,271	451,040
Grants and other contributions	88,92,94	377,840	283,716	397,696
Taxes, fees and fines		488	488	488
Royalties, property income and other territorial revenues	
Other	89,95	..	6,789	..
Outflows:				
Transfers to Government	92,94	(378,328)	(378,086)	(398,184)
Grants and subsidies	90,91,96	(388,784)	(568,600)	(451,040)
Supplies and services	
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities		..	7,578	..
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		..	7,578	..
Administered cash at beginning of financial year		135	(5,979)	1,599
Cash transfers from restructure	
Administered cash at end of financial year		135	1,599	1,599

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

1. The increase primarily reflects increased funding for Natural Disaster Relief and Recovery Arrangements and the bring forward of funding for the Local Government Grant and Subsidy programs. This is partially offset by the realignment of funding to 2010-11 and 2011-12 as a result of revised forecasts under the Indigenous State Infrastructure program.
2. The increase principally relates to increased recoveries for project costs incurred by the department on behalf of Special Purpose Vehicle (SPV) companies associated with delivering the SEQ Water Grid, and fees collected in respect of applications to the Co-ordinator General for a significant project declaration.
3. The decrease reflects the deferral of contributions to the Whitsunday Coast Airport upgrade and the sustainable land and precinct planning and development programs.
4. The decrease principally relates to the transfer of the Gladstone LNG project team, and the Regional Water Projects to the Department of Employment, Economic Development and Innovation (DEEDI) and the Department of Environment and Resource Management (DERM), respectively.
5. The increase primarily reflects increased funding for Natural Disaster Relief and Recovery Arrangements and the bring forward of funding for the Local Government Grant and Subsidy programs. This is partially offset by the realignment of funding to 2010-11 and 2011-12 as a result of revised forecasts for major infrastructure projects by local councils under the Indigenous State Infrastructure program.
6. The decrease primarily reflects the timing of receipts under the Australian Government funding programs.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

7. The decrease principally relates to the bring forward of funding for the Local Government Grant and Subsidy program to 2009-10 and the reduced level of funding for managing the Airport Link Project. This is partially offset by the realignment of funding from 2009-10 to 2010-11 as a result of revised forecasts for the Indigenous State Infrastructure program.
8. The decrease principally relates to reduced recoveries for project costs incurred by the department on behalf of SPV companies associated with delivering the SEQ Water Grid. This is partially offset by the increase in fees collected in respect of applications to the Coordinator-General for significant projects.
9. The increase reflects the contributions to the Whitsunday Coast Airport upgrade, the Surat Basin Railway project and the purchase of easements along the Stanwell to Gladstone corridor.
10. The decrease principally relates to the transfer of the Gladstone LNG project team, and the Regional Water project to DEEDI and DERM, respectively. This is partially offset by an increase in enterprising bargaining (EB) costs.
11. The decrease principally relates to a reduced level of funding for managing the Airport Link Project.
12. The decrease principally relates to the bringing forward of funding for the Local Government Grant and Subsidy program to 2009-10. This is partially offset by the realignment of funding from 2009-10 to 2010-11 as a result of revised forecasts for the Indigenous State Infrastructure program.
13. The decrease reflects a reduction in the recognition of impairment losses on properties in the Targinie Precinct, situated at Gladstone.
14. The increase principally reflects the increase in grants funding received for the Whitsunday Coast Airport Terminal Upgrade and the Surat Basin Rail corridor which will be capitalised.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

15. The decrease principally relates to the provisional decrease in funding for the Natural Disaster Relief and Recovery Arrangements pending final assessment of funding requirements for 2010-11; and the bring forward of funding for the Local Government Grant and Subsidy program to 2009-10.
16. The decrease principally relates to decreased recoveries for project costs incurred by the department on behalf of SPV companies associated with delivering the SEQ Water Grid.
17. The increase reflects the contributions to the Whitsunday Coast Airport upgrade, the Surat Basin Railway project, the purchase of easements along the Stanwell to Gladstone corridor and the deferral of contributions to the sustainable land and precinct planning and development programs and State Development Areas.
18. The increase principally reflects the additional Enterprise Bargaining agreement employee costs.
19. The decrease principally relates to a reduced level of funding for managing the Airport Link Project.
20. The decrease principally relates to the provisional decrease in funding for the Natural Disaster Relief and Recovery Arrangements pending final assessment of funding requirements for 2010-11; and the bring forward of funding for the Local Government Grant and Subsidy program to 2009-10.
21. The decrease reflects a reduction in the recognition of impairment losses on properties in the Targinie Precinct, situated at Gladstone.
22. The increase principally reflects the increase in capital grants received for the Whitsunday Coast Airport Terminal Upgrade and the Surat Basin Rail corridor which will be capitalised and the timing of receipts under the Australian Government funding programs.

Balance sheet

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

23. The increase reflects the transfer of cash due to the transfer of the Local Government function from the former Department of Local Government, Sport and Recreation to the department.
24. The decrease reflects a lower amount outstanding from the delivery activities of projects undertaken by the department on behalf of SPV companies associated with delivering the SEQ Water Grid and other water pipeline and land corridor projects.
25. The decrease reflects land assets held for sale and acquisitions of land and easements granted on behalf of the department's controlled entries which have been reimbursed by the companies.
26. The increase principally relates to the reclassification of land held for sale at Coomera to Property, Plant and Equipment. This is partially offset by the deferral of land acquisition of properties in the Targinie Precinct, situated at Gladstone, and Narangba Hard Rock Haulage route; the upgrade to the Whitsunday Coast Airport; and the reappraisal of the accounting treatment from capital to operating in respect of the easements acquired for the Stanwell to Gladstone corridor.

27. The decrease reflects the deferral of the acquisitions of easements as part of the LNG land corridor between Callide and Gladstone for the co-location of underground gas pipelines for LNG proponents.
28. The increase reflects an increase in creditors at year end for payments under the Natural Disaster Relief and Recovery Arrangements.
29. The increase reflects an increase in the amount of compensation the department expects to pay for compulsory land resumptions relating to the Townsville State Development Area and the Northern Pipeline Interconnectors.
30. The decrease relates to a reduction in general unearned revenue.
31. The decrease reflects payments of compensation for compulsory land resumptions and the accounting reclassification of the remaining balance to the current asset provision.
32. The increase is a result of realigning the contribution equity for the transfer of the Local Government function to the department from the former Department of Local Government, Sport and Recreation.
33. The decrease primarily reflects the forecast deficit for 2009-10.
34. The reduction is a result of the realignment of the asset revaluation reserve to reflect departmental actual.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

35. The increase reflects the transfer of cash due to the transfer of the Local Government portfolio from the former Department of Local Government, Sport and Recreation to the department.
36. The decrease reflects a lower receivables from SPV companies associated with delivering the SEQ Water Grid and other water pipeline and land corridor projects.
37. The decrease reflects land assets held for sale and acquisitions of land and easements granted on behalf of the department's controlled entities which have been reimbursed by the entities.
38. The increase principally relates to the reclassification of land held for sale at Coomera to Property, Plant and Equipment; the acquisition of properties in the Surat Basin Railway Corridor and the increase in the upgrade of the Whitsunday Coast Airport. This is partially offset by the reappraisal of the accounting treatment from capital to operating the easements acquired for the Stanwell to Gladstone corridor.
39. The decrease reflects the reappraisal of the acquisition costs for the easements as part of the LNG land corridor between Callide and Gladstone for the co-location of underground gas pipelines for LNG proponents.
40. The increase reflects an increase in creditors at year end for payments under the Natural Disaster Relief and Recovery Arrangements.
41. The increase reflects an increase in the amount of compensation the department expects to pay for the acquisitions of compulsory resumptions relating to the Townsville State Development Area and the Northern Pipeline Interconnectors.
42. The decrease relates to a reduction in general unearned revenue.
43. The decrease reflects payments of compensation for compulsory resumptions acquired and the reclassification of the remaining balance to the current provision.
44. The increase is as result of realigning the contribution equity for the transfer of the Local Government function to the department from the former Department of Local Government, Sport and Recreation.
45. The decrease primarily reflects the forecast deficit for 2009-10.
46. The reduction is a result of the realignment of the asset revaluation reserve.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

47. The decrease reflects the draw down of cash received in prior years under the Australian Government contribution towards the Joint Agency Infrastructure programs.
48. The increase principally relates to the acquisition of properties in the Targinie Precinct, Narangba Hard Rock Haulage route and the Surat Basin Railway Corridor; and the increase in the scope of works for the Whitsunday Coast Airport upgrade.
49. The increase reflects increased acquisitions of easements as part of the LNG land corridor between Callide and Gladstone for the co-location of underground gas pipelines for LNG proponents.
50. The decrease reflects the return of contributions received by the department in respect of the Surat Basin Railway Corridor.
51. The increase primarily reflects the forecast surplus for 2009-10.

Cash flow statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

52. The increase primarily reflects increased funding for Natural Disaster Relief and Recovery Arrangements and the bring forward of funding for the Local Government Grant and Subsidy programs. This is partially offset by the realignment of funding to 2010-11 and 2011-12 as a result of revised forecasts for the Indigenous State Infrastructure program.
53. The increase primarily reflects the settlement of 2008-09 accounts with the former Department of Local Government, Sport and Recreation in respect of the transfer of the Local Government function to the department.
54. The decrease reflects the deferral of contributions to the Whitsunday Coast Airport upgrade and the sustainable land and precinct planning and development programs.
55. The decrease principally relates to the transfer of the Gladstone LNG project team and the Regional Water project to DEEDI and DERM, respectively.
56. The increase primarily reflects the settlement of 2008-09 accounts with the former Department of Local Government, Sport and Recreation in respect of the transfer of the Local Government function to the department.
57. The increase primarily reflects increased funding for Natural Disaster Relief and Recovery Arrangements and the bringing forward of funding for the Local Government Grant and Subsidy programs. This is partially offset by the realignment of funding to 2010-11 and 2011-12 as a result of revised forecasts for the Indigenous State Infrastructure program.
58. The decrease reflects the deferral of acquisition of properties in the Targinie Precinct and Narangba Hard Rock Haulage route; the upgrade to the Whitsunday Coast Airport; and the deferral of acquisitions of easements as part of the LNG land corridor between Callide and Gladstone for the co-location of underground gas pipelines for LNG proponents, and the reappraisal of the accounting treatment from capital to operating in respect of the easements acquired for the Stanwell to Gladstone Infrastructure Corridor.
59. The decrease reflects the deferring of equity funding to 2010-11 for the Airport Link project.
60. The decrease reflects the deferral of capital contributions to 2010-11 for the Airport Link project.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

61. The decrease principally indicates the bring forward of funding for the Local Government Grant and Subsidy program, and a reduced level of funding for managing the Airport Link Project. This is partially offset by the realignment of funding from 2009-10 to 2010-11 as a result of revised forecasts for the Indigenous State Infrastructure program.
62. The decrease principally relates to decreased recoveries of project costs incurred by the department on behalf of SPV companies associated with delivering the SEQ Water Grid. This is partially offset by the increase in fees collected in respect of applications to the Coordinator-General for a declaration of significant projects.
63. The decrease principally relates to the transfer of the Gladstone LNG project team, and the Regional Water project to DEEDI and DERM, respectively. This is partially offset by an increase in EB costs.
64. The decrease principally relates to the bringing forward of funding for the Local Government Grant and Subsidy program. This is partially offset by the realignment of funding from 2009-10 to 2010-11 as a result of revised forecasts for the Indigenous State Infrastructure program.
65. The increase reflects the sale of land which was acquired for the Surat Basin Railway Corridor.
66. The decrease reflects the reduced level in easements acquired, which cost over \$0.1 million, for the Stanwell to Gladstone Infrastructure Corridor, and the reappraisal of the acquisition costs for the easements as part of the LNG land corridor between Callide and Gladstone for the co-location of underground gas pipelines for LNG proponents.
67. The decrease reflects a reduced level of capital funding for the Airport Link project for 2010-11.
68. The decrease reflects a reduced level of capital funding for the Airport Link project for 2010-11.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

69. The decrease principally relates to the provisional decrease in funding for the Natural Disaster Relief and Recovery Arrangements, pending final assessment of funding requirements for 2010-11; and the bringing forward of funding for the Local Government Grant and Subsidy program.
70. The decrease primarily reflects the settlement of 2008-09 accounts with the former Department of Local Government, Sport and Recreation in respect of the transfer of the Local Government portfolio to the department for 2009-10.
71. The increase reflects the contributions to the Whitsunday Coast Airport upgrade, the Surat Basin Railway project, and the purchase of easements along the Stanwell to Gladstone corridor and the deferral of contributions to the sustainable land and precinct planning and development programs.
72. The increase principally reflects increased EB costs.
73. The decrease primarily reflects the settlement of 2008-09 accounts with the former Department of Local Government, Sport and Recreation in respect of the transfer of the Local Government portfolio to the department for 2009-10.
74. The decrease principally relates to the provisional decrease in funding for the Natural Disaster Relief and Recovery Arrangements, pending final assessment of funding requirements for 2010-11; and the bring forward of funding for the Local Government Grant and Subsidy program.
75. The increase reflects the sale of land which was acquired for the Surat Basin Railway Corridor.
76. The increase principally relates to the acquisition of properties in the Targinie Precinct, Gladstone, Narangba Hard Rock Haulage route and the Surat Basin Railway Corridor, the increase in the scope of works for the Whitsunday Coast Airport upgrade; and increased in the acquisitions of easements as part of the LNG land corridor between Callide and Gladstone for the co-location of underground gas pipelines for LNG proponents.
77. The decrease reflects the deferral of equity injections funding to 2010-11 for the Airport Link project.
78. The decrease reflects the deferral of capital contributions to 2010-11 for the Airport Link project.

Administered income statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

79. The decrease primarily relates to the advance payment made in June 2009 for the Financial Assistance Grant (FAG) that apply to 2009-10. This decrease is partially offset by increased funding from the Australian Government for the FAG to local governments in 2009-10.
80. The increase principally relates to funding for the payment of capital grants to Queensland Water Infrastructure, additional funding for payment of amalgamation costs for local governments, and funds received in relation to tax equivalents from the Gladstone Area Water Board and Mount Isa Water Board. This increase is partially offset by decreases for FAG, and a decrease due to the deferral of funds to 2010-11 for the contribution to Urban Land Development Authority (ULDA).

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

81. The increase primarily reflects projected annual adjustments to the calculation of funding for the Australian Government FAG to local governments.
82. The increase primarily relates to funding for the payment of capital grants to Queensland Water Infrastructure, in addition to funding deferred from 2009-10 for contribution for the ULDA and the projected annual adjustments to the calculation of funding from the Australian Government FAG to local governments.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

83. The increase reflects an advance payment made in June 2009 for the FAG that decreased the 2009-10 estimated actual, and projected annual adjustments to the calculation of funding from the Australian Government FAG to local governments.
84. The decrease primarily reflects the grants to Queensland Water Infrastructure in 2009-10, in addition to the one off additional amalgamation funding paid to local governments. This decrease is partially offset by deferral for the contribution to the ULDA from 2009-10, and an increase arising from the projected annual adjustments to the calculation of funding from the Australian Government FAG to local governments.

Administered balance sheet

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

85. The movement relates to post Machinery of Government adjustments with Department of Communities (Sport and Recreation) where the Local Government portfolio transferred from the former Department of Local Government, Sport and Recreation to the Department of Infrastructure and Planning on 26 March 2009.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

86. The movement relates to Machinery of Government adjustments that carried forward from 2009-10 to 2010-11.

Administered cash flow statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

87. The increase relates to funding for the payment of capital grants to Queensland Water Infrastructure, additional funding for payment of amalgamation costs for local government, funds received in relation to tax equivalents from the Gladstone Area Water Board and Mount Isa Water Board, and receipt of administered item appropriation following an early payment of the 2009-10 estimated FAG pool late in 2008-09. This increase is partially offset by decreases for FAG for an advance payment made in June 2009 and a decrease due to deferral of funds to 2010-11 for the contribution to the ULDA.
88. The decrease primarily relates to the advance payment made in June 2009 for the FAG.
89. The increase principally reflects revenue recovered from Queensland Water Commission for services rendered in 2008-09.
90. The increase principally relates to funds for the payment of capital grants to Queensland Water Infrastructure, additional funding for payment of amalgamation costs for local governments, and funds received in relation to tax equivalents from the Gladstone Area Water Board and Mount Isa Water Board. This increase is partially offset by decreases for FAG for an advance payment made in June 2009, and a decrease due to deferral of funds to 2010-11 for the contribution to ULDA.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

91. The increase primarily reflects projected annual adjustments to the calculation of funding for the Australian Government FAG to local governments, deferral of funds from 2009-10 to 2010-11 for the contribution to the ULDA and funding for payment of capital grants to Queensland Water Infrastructure.
92. The increase reflects projected annual adjustments to the calculation of funding from the Australian Government FAG to local governments.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

93. The decrease principally relates to the one off receipt of administered item appropriation following an early payment of the 2009-10 estimated FAG pool late in 2009, the one off amalgamation costs to local governments, decrease in capital grants to Queensland Water Infrastructure, and contributions to the ULDA. This decrease is offset by an increase in the projected annual adjustments to the calculation of funding received from the Australian Government for the FAG to local governments.
94. The increase reflects an advance payment made in June 2009 for the FAG that decreased the 2009-10 Estimated actual, and projected annual adjustments to the calculation of funding from the Australian Government FAG to local governments.
95. Decrease reflects the recovery from Queensland Water Commission for services rendered in 2008-09.
96. The decrease principally relates to the one off amalgamation costs to local governments, decrease in capital grants to Queensland Water Infrastructure, and contributions to the ULDA. This decrease is offset by an increase in the projected annual adjustments to the calculation of funding received from the Australian Government for the FAG to local governments.

Commercialised Business Units

Property Services Group

OVERVIEW

The Property Services Group commenced operations as a commercialised business unit on 1 January 1998, to deliver a range of services under the *Industrial Development Act 1963*. The Property Services Group, through the Estates Construction Fund, provides funding for both property-related and other industry development functions aimed at encouraging the location and expansion of business and industry in Queensland. The industry support mechanisms are delivered by a number of divisions within the Department of Infrastructure and Planning and the Department of Employment, Economic Development and Innovation.

The value of property sales for 2009-10 was \$43 million. Industrial property related activities have continued to experience a difficult trading environment as a consequence of the economic downturn. These conditions are expected to continue into 2010-11 as the economy recovers.

REVIEW OF PERFORMANCE

Recent achievements

- Sold 24 industrial sites, valued at \$43 million in industrial land, throughout Queensland. The industries located on these sites generated an estimated 100 jobs and created an estimated \$20 million in capital investment through improvements on the sites.
- Entered into conditional contracts with three LNG industry proponents for the sale of land on Curtis Island.
- Completed construction of the 19 lot extension of the Crestmead Industrial Estate and the seven lot extension to the Clinton Industrial Estate.
- Commenced construction of Stage 6 of the Bohle Industrial Estate and first stage of the Coolum Industrial Estate.

Future developments

- Twenty-seven industrial sites, valued at \$40.3 million, are to be sold throughout Queensland generating an estimated 100 jobs and creating an estimated \$40 million in capital investment through improvements on the sites.
- Complete the construction of roadworks and service reticulation for the extensions to the Bohle, South Mackay and Nordale Industrial Estates and Stage 1 of the Coolum Industrial Estate.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Financial Performance Measures				
Value of land sale settlements	1	\$47.6 million	\$43 million	\$40.3 million
Non-Financial Performance Measures				
Number of new land lots developed and buildings constructed	2	39	29	87
Number of land leases administered		135	129	120
Number of properties acquired	3	3	2	4
Estimated number of jobs generated through successful land sale applications		100	100	100
Estimated value of capital investment created through successful land sales applications	4	\$40 million	\$20 million	\$40 million
Percentage of total number of land sales in Regional Queensland	5	58%	71%	63%

Notes:

1. The lower than expected sales revenue is as a consequence of the reduction in demand for industrial land under the prevailing economic conditions. The 2010-11 Target/estimate anticipates this trend to continue well into the year.
2. Reduced actual performance in 2009-10 results from delays in development approvals for the Nordale Industrial Estate, Mount Isa. The 2010-11 Target/estimate provides for the completion of the Bohle Industrial Estate (28 lots) and Coolum Industrial Estate (35 lots) developments.
3. The reduced performance for 2009-10 is due to the delays in entering into contracts to acquire land at Amberley.
4. Prevailing economic conditions that have resulted in a marked reduction in the demand for industrial land and consequently, a negative impact on the associated capital investment through successful land sales applications during 2009-10. The 2010-11 Target/estimate, although remaining relatively low, anticipates a higher level of capital investment as the economic situation eases.
5. A total of 17 of 24 land sales in 2009-10 were in the regions. In 2010-11, it is expected that 17 of 27 land sales will be in the regions.

INCOME STATEMENT

Property Services Group	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,7,11	60,874	56,590	53,220
Grants and other contributions	
Other revenue	2,12	6,040	8,251	6,800
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		66,914	64,841	60,020
Expenses				
Employee expenses		1,904	1,499	1,864
Supplies and services	3,13	15,048	16,390	15,286
Grants and subsidies	4,8,14	28,548	25,444	62,058
Depreciation and amortisation		559	285	285
Finance/borrowing costs	
Other expenses	5,9,15	8,335	15,105	16,639
Losses on sale/revaluation of property, plant and equipment and investments		150	417	25
Total expenses		54,544	59,140	96,157
Surplus or deficit before related income tax		12,370	5,701	(36,137)
Income tax expense/revenue	6,10,16	3,711	1,710	..
OPERATING SURPLUS/(DEFICIT) after related income tax		8,659	3,991	(36,137)

STATEMENT OF CHANGES IN EQUITY

Property Services Group	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	17,20,23	(6,477)	(10,380)	(13,503)
Net amount of all revenue and expense adjustments direct to equity not disclosed above	18,21,24	6,477	10,380	18,222
Net income recognised directly in equity		4,719
Surplus/(deficit) for the period		8,659	3,991	(36,137)
Total recognised income and expense for the period		8,659	3,991	(31,418)
Equity injection/(withdrawal)	19,22,25	(37,358)	16,499	(14,839)
Equity adjustments (MoG transfers)	
Dividends paid or provided	
Total movement in equity for period		(28,699)	20,490	(46,257)

BALANCE SHEET

Property Services Group	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	26,36,46	56,670	194,983	90,535
Receivables		10,219	12,518	12,569
Other financial assets				
Inventories	27,37,47	328,229	280,386	351,492
Other		..	16	16
Non-financial assets held for sale	
Total current assets		395,118	487,903	454,612
NON-CURRENT ASSETS				
Receivables	28,38	45,735	39,092	39,710
Other financial assets	
Property, plant and equipment	29,39	302,494	339,330	324,507
Deferred tax assets		2,317	4,911	4,911
Intangibles		105	107	77
Other		200	511	511
Total non-current assets		350,851	383,951	369,716
TOTAL ASSETS		745,969	871,854	824,328
CURRENT LIABILITIES				
Payables	30,40	9,581	16,835	18,368
Interest-bearing liabilities and derivatives	
Current tax liabilities		3,704	4,824	5,467
Accrued employee benefits	
Provisions	
Other	31,41	11,467	6,535	6,535
Total current liabilities		24,752	28,194	30,370
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities and derivatives	
Deferred tax liabilities	32,42	71,996	86,728	83,284
Accrued employee benefits	
Provisions	
Other	
Total non-current liabilities		71,996	86,728	83,284
TOTAL LIABILITIES		96,748	114,922	113,654
NET ASSETS/(LIABILITIES)		649,221	756,932	710,674
EQUITY				
Capital/contributed equity	33,43,48	305,245	393,183	378,343
Retained surplus/(accumulated deficit)	34,44,49	176,005	165,265	147,350
Reserves:				
- Asset revaluation reserve	35,45,50	167,971	198,484	184,981
- Other (specify)	
TOTAL EQUITY		649,221	756,932	710,674

CASH FLOW STATEMENT

Property Services Group	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	51,58,65	60,868	56,587	53,215
Grants and other contributions	
Other	52	6,558	8,098	7,402
Outflows:				
Employee costs		(1,904)	(1,499)	(1,864)
Supplies and services	53,59,66	(91,428)	(55,366)	(86,392)
Grants and subsidies	54,60,67	(32,978)	(25,444)	(62,058)
Borrowing costs	
Taxation equivalents paid	55,61,68	(13,163)	(23,448)	(19,879)
Other		(90)	(45)	(45)
Net cash provided by/(used in) operating activities		(72,137)	(41,117)	(109,621)
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	62,69	7,110	7,413	13,635
Investments redeemed	
Loans and advances redeemed		6,571	6,061	6,414
Outflows:				
Payments for property, plant and equipment and intangibles		(20)	(20)	(20)
Payments for investments	
Loans and advances made		(16)	(16)	(17)
Net cash provided by/(used in) investing activities		13,645	13,438	20,012
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	56,63	..	23,449	25,215
Outflows:				
Dividends paid	
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	57,64,70	(37,358)	(6,950)	(40,054)
Net cash provided by/(used in) financing activities		(37,358)	16,499	(14,839)
Net increase/(decrease) in cash held		(95,850)	(11,180)	(104,448)
Cash at the beginning of financial year		152,520	206,163	194,983
Cash transfers from restructure	
Cash at the end of financial year		56,670	194,983	90,535

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The decrease in user charges primarily relates to lower land sales revenue resulting from the slow down in the industrial land market.
2. The increase in other revenue relates to interest income from higher than expected cash balances.
3. The increase in supplies and services relates to cost of land sold effected by an increase in cost of sales margin.
4. The decrease in grants and subsidies relates to carryover of project funding for the Whitsunday Airport upgrade project from 2009-10 to 2010-11.
5. The increase in other expenses is primarily due to increases in equivalents of land tax and local authority rates and charges.
6. The decrease in income tax expense results from the lower operating surplus on the business unit's operations.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

7. The decrease in user charges reflects expected reduced demand for serviced industrial land during 2010-11.
8. The increase in grants and subsidies relates to new grant funding approved to Queensland Institute of Medical Research, Surat Basin Rail project and Stanwell to Gladstone Infrastructure Corridor project and the deferral of grant payments to Department of Infrastructure and Planning (DIP) to 2010-11.
9. The increase in other expenses is primarily due to increases in equivalents of land tax and local authority rates and charges.
10. The decrease in income tax expense is due to the operating deficit resulting from the increase in grants and subsidies costs in 2010-11.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

11. The decrease in user charges reflects expected reduced demand for serviced industrial land during 2010-11.
12. The decrease in other revenue results from interest income being lower due to the business units lower cash reserve.
13. The decrease in supplies and services costs relates to lower costs resulting from the sale of the Brisbane Technology Park in 2010-11.
14. The increase in grants and subsidies relates to new grant funding for additional projects approved for Queensland Institute of Medical Research and Surat Basin Rail project; and the deferral of grant payments to DIP from 2009-10 to 2010-11.
15. The increase in other expenses is primarily due to increases in equivalents of land tax and local authority rates and charges resulting from revaluation of land.
16. The decrease in income tax expense is due to the operating deficit resulting from the increase in grants and subsidies costs in 2010-11.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

17. The movement in the asset revaluation reserve relates primarily to the write back of the reserve subsequent to the sale of non-inventory land.
18. The increase relates primarily to a higher level of disposals of non-inventory land, resulting in transfers between the revaluation reserve and the retained earnings.
19. The increase in equity injection relates to injections resulting from retained tax equivalents, reduction in the funding allocated to Coal Seam Gas Pipeline Corridor project and deferral of planned equity payments to DIP from 2009-10 to 2010-11.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. The movement reflects the expected level of disposals of non-inventory land during 2010-11, resulting in write backs of the revaluation reserve.
21. The movement reflects a higher level of expected disposals of non-inventory land during 2010-11, resulting in higher transfers between revaluation reserve and the retained earnings.
22. The movement in equity relates to equity injections for retained tax equivalents, the reduction in the equity withdrawal funding for the Coal Seam Gas Pipeline Corridor project and conversion of equity payments into recurrent grants payments.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

23. The movement reflects a higher level of expected disposals of non-inventory land during 2010-11, resulting in higher reversals out of the asset revaluation reserve.
24. The increase relates to increased transfers between the asset revaluation reserve and retained earnings, which occur when re-valued assets are disposed of.
25. The increase in equity withdrawal primarily relates to approval of additional funding to Department of Health to fund the Translational Research Institute at the Princess Alexandra Hospital and deferral of scheduled payments to DIP from 2009-10 to 2010-11.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

26. Increase in cash reserves is due to equity injections related to retained tax equivalents, lower than expected capital works and deferral of equity payments to DIP for acquisition of land from 2009-10 to 2010-11.
27. The decrease in inventories is primarily due to lower than expected capital works expenditure on land development activities.
28. The decrease in receivable's relate to lower finance lease debtors resulting from fewer conversions to finance leases due to lower non inventory property sales during 2009-10.

29. The increase in property, plant and equipment relates to revaluation by the State Valuation Services in 2008-09.
30. The increase in payables is primarily due to increase in equivalents of land tax and local authority rates and charges.
31. The decrease in other current liabilities relates to a decrease in the deposits held for sale of land and building.
32. The increase in deferred tax liabilities relate to the provision of tax on the revaluation of non-inventory land.
33. The increase in contributed equity relates to the equity injected through retained tax equivalents, deferral of originally scheduled equity payments to DIP to 2010-11 and a reduction in funding allocated to Coal Seam Gas Pipeline Corridor project.
34. The decrease in retained earnings is primarily due to a lower than expected surplus having been earned during 2008-09 and lower operating surplus anticipated during 2009-10.
35. The increase in revaluation reserve is a result of land revaluations to reflect price increases during 2008-09.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

36. The increase in cash balance relates to equity injections through retained tax equivalents.
37. The increase in inventories is primarily due to higher level of expected capital works expenditure on land development activities during 2010-11.
38. The decrease in receivable's relate to lower finance lease debtors resulting from fewer conversions to finance leases due to lower property sales during 2009-10.
39. The increase in property, plant and equipment relates to revaluation by the State Valuation Services in 2008-09.
40. The increase in payables is primarily due to increase in equivalents of land tax and local authority rates and charges.
41. The decrease in other current liabilities relates to a decrease in the deposits held for sale of land and building.
42. The increase in deferred tax liabilities relate to the provision of tax on the revaluation of non-inventory land.
43. The increase in contributed equity relates to the equity injected through retained tax equivalents and reduction in funding allocated to Coal Seam Gas Pipeline Corridor project together with conversion of equity payments into grant payments.
44. The decrease in retained earnings primarily relates to the expected deficit in 2010-11 primarily due to higher grant payments scheduled to be made during 2010-11.
45. The increase in revaluation reserve is a result of land revaluations to reflect the price increases during 2008-09.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

46. The decrease in cash balance is primarily due to additional funding approved to Queensland Institute of Medical Research to fund the redevelopment of Queensland Radium Institute and to Queensland Health to fund Translational Research Institute at the Princess Alexandra Hospital and increase in capital works.
47. The increase in inventories is primarily due to higher level of expected capital works expenditure on land development activities during 2010-11.
48. The decrease in contributed equity is due to equity payments made to Queensland Health to fund Translational Research Institute Development at the Princess Alexandra Hospital and deferral of scheduled equity payments to DIP from 2009-10 to 2010-11.
49. The decrease in retained earnings primarily relates to a deficit recorded in 2010-11 due higher grant payments scheduled to be made during 2010-11.
50. The decrease in asset revaluation reserve is primarily due to anticipated sale of non-inventory land and the consequent write back of the reserve.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

51. The decrease in user charges primarily relates to withdrawal of sales due to the slow down in the industrial land market.
52. The increase in other operating inflows relates to interest receipts from higher than expected cash balances.
53. The reduction in outflows for supplies and services reflects lower land development and land acquisition costs on development.
54. The decrease in outflows for grants and subsidies is due to the deferral of DIP grant payments from 2009-10 to 2010-11.
55. The increase in outflows for tax equivalents relates to increase in tax remittance to the Crown on equivalents of land tax and local authority rates and charges in 2009-10.
56. The increase in equity injections is due to retained tax equivalents and receipt from DIP in respect of Surat Basin Rail project.
57. The decrease in outflows in equity withdrawals primarily relates to a reduction in funds allocated to Coal Seam Gas Pipeline Corridor project and deferral of equity payments to DIP from 2009-10 to 2010-11.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

58. The decrease in user charges primarily relates to a lower level of land sales due to the slow down in the industrial land market.
59. The decrease in outflows for supplies and services reflects lower land acquisition costs incurred for development.
60. The increase in grants and subsidies relates to grant funding approved to Queensland Institute of Medical Research, Surat Basin Rail project and Stanwell to Gladstone Infrastructure Corridor project and the deferral of grants payments to DIP from 2009-10.
61. The increase in outflows for tax equivalents relates to expected increase in tax remittance to the Crown on equivalents of land tax and local authority rates and charges in 2010-11.
62. The increase in inflows from property, plant and equipment relates to expected increase in sale of non inventory land during 2010-11.
63. The increase in equity injections primarily relate to retained tax equivalents and a reduction in funding allocated to the Coal Seam Gas Pipeline Corridor project.
64. The increase in outflows of equity withdrawals is due to the provision of an additional equity payment to the Department of Health to fund the Translational Research Institute at the Princess Alexandra Hospital.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

65. The decrease in user charges primarily relates to an expected decrease in the sale of serviced industrial land in 2010-11.
66. The increase in outflows for supplies and services is primarily due to an increase in expenditure on acquisition of land and development activities during 2010-11.

67. The increase in grants and subsidies relates to new grant funding for additional projects approved for Queensland Institute of Medical Research and Surat Basin Rail project together with deferral of grants from 2009-10 to DIP.
68. The decrease in outflows for tax equivalents is due to a reduction in payments of income tax equivalents to the Crown, reflecting the reduction in the business units operating surplus during 2009-10 and lower than expected non inventory land disposals in 2009-10.
69. The increase in inflows from property, plant and equipment relates to an expected increase in sale of non inventory land during 2010-11.
70. The increase in outflows of equity withdrawals is due to additional equity payment to the Department of Health to fund the Translational Research Institute Development at the Princess Alexandra Hospital and the deferral of scheduled payments from 2009-10 to 2010-11 to DIP.

Statutory Body

Urban Land Development Authority

OVERVIEW

The ULDA was established under the *Urban Land Development Act 2007* to facilitate the availability of land and a greater range of housing options, including affordable housing.

The work of the ULDA also involves:

- developing planning principles that give effect to ecological sustainability and best practice urban design
- assisting in providing the on-going availability of affordable housing options for low to moderate income households
- creating mixed use precincts, using transport oriented development and best practice urban design.

Over the next 20 years, Queensland's population is forecast to increase to somewhere between 6.3 million to 7 million people. This will result in Queensland needing up to nearly a million additional dwellings by 2031. With household sizes projected to continue to get smaller, greater demands for a diversity of housing will be generated.

The challenge is to provide affordable housing to bridge the gap between demand and supply of dwellings across Queensland. Other than Perth, South East Queensland's population has grown faster than other mainland capital city metropolitan areas in recent years. Residential market demand in regional Queensland is being driven by the growth in the resources sector and associated infrastructure delivery. This means there is a need for urban land to be brought to the market faster with a diversity of housing products right across Queensland.

The ULDA's staffing numbers for 2010-11 will be 48, compared to 42 forecast at the end of 30 June 2010. The ULDA employed 30 staff at the beginning of 2009-10.

REVIEW OF PERFORMANCE

Recent achievements

- First regional Urban Development Areas (UDA) declared for Clinton, Gladstone; Oonoonba, Townsville; and Andergrove, Mackay.
- Declaration of Woolloongabba Urban Development Area.
- Gazettal of the Development Schemes for Bowen Hills, Northshore Hamilton, and Fitzgibbon Chase Urban Development Areas.
- Completion of land development and release for sale of Stages 1 to 3 and commencement of construction of Stage 4 at Fitzgibbon Chase.
- Building, with East Coast Apprenticeships, the Fitzgibbon Chase Sales and Community Information Centre, providing 4,400 training hours to out of work apprentices.
- Commencement of house construction at Fitzgibbon Chase.
- Development approvals for 1,014 dwellings including approximately 422 affordable dwellings.
- Release of *Residential 30: Guidelines to deliver diversity in new neighbourhood development* and the first suite of *Practice Notes* to provide practical guidance on residential development.

- Acceptance of assets and obligations within the Northshore Hamilton UDA through transfer from Port of Brisbane Corporation.

Future developments

- Consideration of further regional Urban Development Areas, including in resource towns.
- Expected declaration of SEQ greenfield Urban Development Areas for Greater Flagstone, Yarrabilba and Ripley Valley.
- Determination of the RNA development application for the \$3 billion redevelopment of the RNA showgrounds.

SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2, 3	33	41.8	47.8

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. FTEs as at 30 June 2010 is estimated to be 41.8. This increase from 33 in the 2009-10 Budget is due to several staff who were on contract being permanently appointed to the ULDA. The increase in FTEs is also due to the additional number of Urban Development Areas (UDAs) estimated to increase during 2009-10 from three to ten.
3. The 2010-11 Estimate of 47.8 is higher than prior years because of an additional seven UDAs to be overseen by the ULDA. It is estimated that six of these new UDAs will be in regional Queensland.

PERFORMANCE STATEMENT

Urban Land Development Authority	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Interim Land Use Plans (ILUP) Approved	1	2	4	5
Community Engagement forums held in declared UDAs		7	6	6
Inquiries responded to in a timely manner		95%	95%	95%
Development Schemes approved within the legislated timeframes		3	3	4
Development applications processed within approved timeframes		100%	100%	100%
Interim Land Use Plans for a UDA outside SEQ	2	1	3	4
Development Schemes for UDAs outside SEQ	3
State contribution (\$'000)	4	10,100	7,600	2,500
Other revenue (\$'000)	5	31,970	15,583	72,283
Total cost (\$'000)	6	37,070	21,271	70,445

Note/s:

1. The 2009-10 Estimated actual of four Interim Land Use Plans has increased due to additional UDAs being declared.
2. The increase in Interim Land Use Plans outside of South East Queensland reflects the change in strategic direction during 2009-10 towards declaring Urban Development Areas (UDA) in regional Queensland.
3. The target of three Development Schemes outside South East Queensland reflects the change in strategic direction during 2009-10 towards declaring UDAs in regional Queensland and the subsequent requirement for Development Schemes to be completed within 12 months of a UDA being declared.
4. Deferral of \$2.5 million grant from 2009-10 to 2010-11 resulted in a \$7.6 million operational grant for 2009-10.
5. Due to delays in the land development project, Other revenue (\$15.5 million) for 2009-10 is less than original target of \$31.9 million. The 2010-11 Target/est. of \$72.2 million is higher than current year's sales due to the delayed sales from 2009-10 carrying over, as well as accelerated development to make more land available for the community.
6. Costs for 2009-10 of \$21.2 million are reduced due to less development activity during the year. It is expected to be higher in 2010-11 due to more activity in the land development project as well possible additional UDAs declared for the ULDA to oversee.

INCOME STATEMENT

Urban Land Development Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1, 7	31,895	14,821	70,214
Grants and other contributions	2, 8	10,100	8,190	4,477
Other revenue	3	75	172	92
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		42,070	23,183	74,783
Expenses				
Employee expenses	4, 9	4,649	4,956	6,806
Supplies and services	5, 10	32,264	16,183	63,346
Grants and subsidies	
Depreciation and amortisation	11	86	70	191
Finance/borrowing costs	
Other expenses		71	62	102
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		37,070	21,271	70,445
Surplus or deficit before related income tax		5,000	1,912	4,338
Income tax expense/revenue	6, 12	1,500	664	1,301
OPERATING SURPLUS/(DEFICIT) after related income tax	5	3,500	1,248	3,037

STATEMENT OF CHANGES IN EQUITY

Urban Land Development Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		3,500	1,248	3,037
Total recognised income and expense for the period		3,500	1,248	3,037
Equity injection/(withdrawal)	13	..	296,000	..
Equity adjustments (MoG transfers)	
Total movement in equity for period		3,500	297,248	3,037

BALANCE SHEET

Urban Land Development Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	14, 21, 24	5,081	3,910	13
Receivables	21	302	240	410
Other financial assets	
Inventories	15	37,917	132,018	144,180
Other	16, 22	89	4,907	4,900
Non-financial assets held for sale	
Total current assets		43,389	141,075	149,503
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	17	437	3,547	6,836
Investment property	17	..	218,421	218,421
Deferred tax assets	
Intangibles	
Other	
Total non-current assets		437	221,968	225,257
TOTAL ASSETS		43,826	363,043	374,760
CURRENT LIABILITIES				
Payables	18, 23	703	1,925	3,442
Employee benefits obligations		310	255	598
Interest-bearing liabilities and derivatives	19, 25	34,065	8,748	21,971
Current tax liabilities	12	1,500	664	1,301
Provisions	20	3,555	9,096	9,143
Other	
Total current liabilities		40,133	20,688	36,455
NON-CURRENT LIABILITIES				
Payables	
Employee benefits obligations		40	35	150
Interest-bearing liabilities and derivatives	19, 25	..	32,000	34,605
Deferred tax liabilities	
Provisions	20	..	9,027	1,853
Other	26	..	2,633	..
Total non-current liabilities		40	43,695	36,608
TOTAL LIABILITIES		40,173	64,383	73,063
NET ASSETS/(LIABILITIES)		3,653	298,660	301,697
EQUITY				
Capital/contributed equity	13	(59)	296,000	296,000
Retained surplus/(Accumulated deficit)		3,712	2,660	5,697
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		3,653	298,660	301,697

CASH FLOW STATEMENT

Urban Land Development Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	1, 7	31,429	17,650	69,989
Grants and other contributions	2, 8	10,100	8,190	4,477
Interest received		75	103	113
Other		..	50	1
Outflows:				
Employee costs	4, 9	(3,986)	(4,968)	(6,227)
Supplies and services	28	(29,263)	(27,493)	(83,401)
Tax equivalents paid	
Borrowing costs	27	3,555	(639)	1,505
Other		(71)	2,397	(2,702)
Net cash provided by/(used in) operating activities		11,839	(4,710)	(16,245)
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	29	(426)	(982)	(3,480)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(426)	(982)	(3,480)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	27	23,860	12,830	70,774
Equity injections	
Outflows:				
Borrowing redemptions	27	(30,947)	(5,284)	(54,946)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(7,087)	7,546	15,828
Net increase/(decrease) in cash held		4,326	1,854	(3,897)
Cash at the beginning of financial year		755	2,056	3,910
Cash transfers from restructure	
Cash at the end of financial year		5,081	3,910	13

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. User charges are less than original Budget due to delays in development of land project thereby reducing sales.
2. Deferral of \$2.5 million grant from 2009-10 to 2010-11 has resulted in \$7.6 million operational grant for 2009-10. This is offset by \$0.59 million from the Australian Government for community related capital projects not originally budgeted.
3. Other revenue includes recoupment of funds from the Annual Leave Central Scheme for staff transferring to the ULDA.
4. Higher employee expenses were incurred due to appointment of additional permanent staff not originally budgeted. This resulted from additional planning and development projects that the ULDA undertook during 2009-10.
5. Delays in development have resulted in reduced supplies and services, in particular cost of goods sold for land sold.
6. In 2009-10 the ULDA is captured in the National Tax Equivalents Regime (NTER). Tax expense is less than originally forecast due to the surplus being less than forecast.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

7. Land sales originally forecast for 2009-10 are now expected to occur in 2010-11 in the Fitzgibbon Urban Development Area (UDA). In addition, more land is expected to become available earlier than forecast, resulting in an increase in land development. A total of \$0.37 million in user charges for rent received from Northshore properties is also expected in 2010-11.
8. Operational grant are ceasing in 2009-10. A total of \$1.4 million will be received in 2010-11 from the Australian Government for community capital projects in the Fitzgibbon UDA.
9. It is anticipated that additional staff will be required in 2010-11 to manage additional UDAs.
10. An increased in sales activity will result in higher cost of goods sold \$56.2 million and more UDAs will result in higher operational costs, in particular consultants and contractors \$4 million.
11. Depreciation on fixed assets will increase in 2010-11 due to the completion of the Sales and Information Centre in January 2010 as well as depreciating leasehold improvements and assets from Port of Brisbane Corporation (POBC).

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

12. Increased profit in 2010-11 will result in higher tax expense. In January 2010, the ULDA received approval to retain NTER funds and utilise it for affordable housing options for the community. NTER provision from 2009-10 is included as a grant to the ULDA in 2010-11.

Statement of changes in equity

13. On 9 April 2010, the Government transferred assets valued at \$296 million to the ULDA from the POBC. The ULDA will manage these assets located in the Northshore Hamilton UDA returning funds to the Consolidated fund as the land is developed and sold to the community.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

14. Reduced cash at bank at 30 June 2010 due to lower sales of land in the Fitzgibbon UDA than anticipated.
15. Inventories include development of land in the Fitzgibbon Urban Development Area (UDA) and in the Northshore Hamilton UDA from POBC.
16. Other current assets have increased due to \$4.9 million transferred from POBC for sale of land.
17. Property, plant and equipment valued at \$3 million and Investment Properties valued at \$218 million transferred to the ULDA from POBC in April 2010.
18. Payables reflect amounts owing to creditors, which is higher than the original budget due to increased contractors and consultants involved in the new UDAs.
19. Loan facility from Queensland Treasury Corporation (QTC) is \$53.2 million for Fitzgibbon land. Development costs funded during 2009-10 are apportioned between current and non-current liabilities. This also includes \$3.5 million to fund operational costs of the ULDA until sales of developed land are received from land development projects.
20. Provisions include \$14.3 million for deferred payment of land due in June 2011 and June 2012 as well as provisions for \$3 million competitive neutrality fee and \$2.6 million for infrastructure charges to be utilised in 2010-11.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

21. Budgeted cash on hand at the end of 2011 is considerably lower than 2010 as a result of reduced grant funding and repayment of debt facility as land sales occur.
22. Other current assets include a contract on land transferred from POBC which is due for settlement once agreed capital projects have occurred in the Northshore Hamilton UDA.
23. Payables include higher amounts owing to contractors for land development projects as well as GST payable to the ATO from sale of land.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

24. Budgeted cash on hand is reduced due to higher costs associated with land development projects and higher employee expenses.
25. Land development projects are debt funded which peaks during 2010-11 with projects underway in regional and South East Queensland UDAs.
26. Other non-current liabilities reduce as the competitive neutrality fee is utilised for affordable housing options.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

27. Borrowings and repayments have reduced as the funds required for the development projects are less than estimated due to delayed works on the project and repayments commencing as land sales are received.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

28. Higher development and contractor costs will occur in 2010-11 with the declaration of additional UDAs are approved.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

29. The community centre will be completed in 2010-11 in the Fitzgibbon UDA.

PART 13

Department of Transport and Main Roads

Summary of departmental portfolio budgets

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
2-112	Department of Transport and Main Roads - controlled	3,686,239	3,552,056	3,655,789
	Department of Transport and Main Roads - administered	828,040	978,391	992,722
2-138	RoadTek	476,348	519,458	488,083
2-145	TransLink Transit Authority	1,155,851	1,204,917	1,383,804

Note:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Minister for Transport and the Minister for Main Roads are responsible respectively for the transport and roads functions of the Department of Transport and Main Roads.

STRATEGIC ISSUES

The department's purpose is to plan, deliver and manage a transport system that connects Queensland.

A well-developed integrated transport system is essential to the continued growth and maintenance of a healthy robust economy – connecting communities, providing access to services and supporting the conduct of commerce and industry throughout the State. The department has developed the following objectives in its 2010-14 Corporate Plan:

- a sustainable transport system which promotes economic growth and enhances liveability
- a safe transport system leading to improved health and wellbeing for Queenslanders
- an accessible transport system linking people to employment, education and services
- transport-related impacts on the natural, cultural and built environments managed for the community
- enhanced capability and capacity of the transport and logistics-related industries
- enhanced leadership and stakeholder relationships improving transport outcomes for Queensland
- capable people and contemporary processes and systems enabling us to achieve our corporate objectives.

These objectives assist the department to respond to a range of strategic challenges:

- provide adequate transport options to achieve economic and social outcomes
- engage people about transport system policies and investment choices
- ensure the department's contribution to Queensland's economy remains a key driver of decision-making
- manage the impacts of climate change on the transport system
- encourage the uptake of vehicles, or travel alternatives, that increase resilience to rising oil prices and reduce emissions
- enhance capability and capacity of the department and the transport and logistics-related industries.

The department is committed to addressing the following priorities:

- ensure safety underpins everything we do
- improve investment decisions to make the best use of available resources to support Queensland's economic development and quality of life
- engage community and stakeholders about choices to be made within the transport system
- increase the climate change preparedness and energy resilience of the transport system
- embrace current and emerging technologies to improve the transport system and customer service
- create an organisation and workforce that leads transportation into the future.

The department contributes to all five of the *Toward Q2: Tomorrow's Queensland* ambitions (strong, green, smart, healthy and fair) as outlined in the 2010-14 Corporate Plan.

2010-11 HIGHLIGHTS

The following significant activities are provided for in the 2010-11 Budget:

- the Government continues to progress the implementation of the South East Queensland Infrastructure Plan and Program with a key aim of catering for population growth and managing traffic congestion. Some major projects included in the plan are:
 - the Gold Coast Rapid Transit System project which involves delivery of stages of a light rail project from Parkwood to Broadbeach;
 - continuation of the Northern Busway between Enoggera Creek and Kedron;
 - continuation of the Eastern Busway between South East Busway and Main Avenue, including bus stations at Stones Corner and Langlands Park; and
 - continuation of construction and planning of cycle links across South East Queensland.
- continuation of construction of new recreational boating facilities across the State to ensure that future infrastructure demands can be met as the recreational boating population continues to grow
- continuation of a program to introduce upgraded vehicles into school fleets across Queensland
- continuation of the upgrading of the Bruce Highway between Cooroy and Curra (Section B – Sankeys Road to Traveston Road)
- commencement of the upgrading of the Port of Brisbane Motorway to provide a two-lane motorway extension from Lindum Road and Pritchard Street
- upgrading of the Bruce Highway between Ingham and Innisfail on the Cardwell Range
- continuation of the widening to four lanes of the Douglas Arterial on the Bruce Highway (Townsville Ring Road)
- continuation of the widening of the Pacific Motorway between Nerang and Worongary
- continuation of the upgrading of the Pacific Motorway between Springwood South and Daisy Hill
- continuation of the widening of the Labrador-Carrara Road between Melia Court and Smith Street Connection Road
- continuation of the intersection improvements on Gatton-Esk Road, between the Warrego Highway and the former Esk Shire boundary, north of Gatton
- completion of the construction of Forgan Bridge and approaches in Mackay
- progress planning and preliminary works for a grade-separated crossing over the Blackwater Rail Line connecting the Capricorn Highway to the proposed Gracemere-Stanwell industrial corridor, west of Rockhampton
- continuation of the Calliope Range deviation on the Dawson Highway, west of Gladstone
- introduction of a funding pool of \$30 million for councils in western Queensland to continue improving key roads for the benefit of all regional road users
- finalisation of *Connecting SEQ 2031 – An Integrated Regional Transport Plan South East Queensland* which provides a transportation response to the SEQ Regional Plan and assists in implementing outcomes from the 2010 Queensland Growth Summit
- hosting the National Heavy Vehicle Regulator, which will be a new body to regulate the licensing, registration and use of all Australian road vehicles larger than 4.5 tonnes from 1 January 2013, under a single national system of laws.

A number of projects and other initiatives directly target South East Queensland population growth demands and urban congestion. The department will continue to balance the needs of South East Queensland and regional requirements to support industry and improve community connectivity across the State.

All Transport and Main Roads projects will focus directly on improving transport safety, public transport services, productivity and efficiency, delivering Government commitments and addressing the need to protect our existing and expanding road and transport asset – on an efficient (whole-of-life) cost basis – now, and for future generations.

Principal priorities for 2010-11 include:

- continuing investment in the road and transport system, balancing the need for enhancements and preservation of an ageing network and sustaining employment in transport and related industries
- ensuring priority strategic planning activities are completed to provide high-level guidance on scope and desired outcomes for both road infrastructure and non-infrastructure investment
- developing consistent State-wide environmental systems and processes
- focusing on infrastructure and policies to promote safety.

RECENT ACHIEVEMENTS

- provided \$3.9 million support for 11 airport infrastructure projects in rural and remote areas through the Regional Airport Development Scheme
- expended \$12.5 million through the School Bus Upgrade Scheme to replace over 200 older school buses across Queensland
- completed the rollout of the SteepBUS program with 142 contracted buses that travel on the 85 gazetted steep roads across Queensland now complying with rollover standards with lap sash seat belts and an auxiliary braking system
- funded the supply and installation of CCTV systems in 125 buses providing general route services in regional urban areas
- expended in excess of \$14 million in taxi subsidies for people with a disability who experience profound difficulties using other modes of public transport
- expended \$4.7 million over the past three years to assist in the provision of wheelchair accessible taxi vehicles to 62 taxi service areas in rural and remote Queensland
- jointly funded premium bus interchange facilities in Rockhampton (\$0.6 million) and Toowoomba (\$0.46 million) and upgraded the Gregory Street Interchange in Mackay (\$0.26 million)
- progressed the federally-funded Boom Gates for Level Crossings Program to provide 66 rail level crossing upgrades in Queensland
- released the Western Brisbane Transport Network Strategy providing a blueprint for a sustainable transport future across Brisbane's western suburbs by integrating all modes of transport
- completed the Beerwah rail crossing project
- partnered with the Australian Government and Gold Coast City Council on the \$949 million Gold Coast Rapid Transit System project with stage one (a 13 kilometre light rail corridor connecting Griffith University to Broadbeach) anticipated to be operational by early 2014
- completed the 2.1 km section of the Eastern Busway from the Eleanor Schonell Bridge to the South East Busway at Buranda
- completed the 1.2 km section of the Northern Busway from the Royal Children's Hospital to Windsor including a new busway station at Royal Brisbane and Women's Hospital (RBWH)
- developed effective road safety campaigns including "Wake up to the signs", "Slow down stupid", "Share my story" and "Shifting gears"

- processed approximately 12 million customer service centre transactions including 8% growth across a range of self service options and continued to record strong customer satisfaction levels with transactional service delivery scoring 7.7 out of 10 in the latest customer survey
- responded to the grounding of the bulk-carrier *Shen Neng 1* by activating the National Marine Oil Spill Contingency Plan and establishing incident control rooms in Brisbane and Gladstone
- reached a settlement agreement on the *Pacific Adventurer* oil discharge incident and arranged reimbursement of \$7.5 million to agencies involved in clean up activities
- commenced operation of a new Vessel Traffic Service Centre in Townsville which provides ReefVTS and port services for Abbot Point, Lucinda and Townsville ports
- completed flood immunity improvements on the Flinders Highway between Julia Creek and Cloncurry, as part of the Sustainable Resource Communities initiative
- completed duplication of the Mackay-Bucasia Road, the only link between Mackay and Northern Beaches
- completed construction of a new bridge and approaches over the Endeavour River on the Endeavour Valley Road west of Cooktown
- provided funding of \$66 million (\$234 million over 4 years) as part of the Safer Roads Sooner initiative which ensures road safety funding is spent where it will make the greatest difference in addressing fatal and serious injury road crashes
- completed construction of 14 bridges as part of the Regional Bridge Renewal Program
- completed the \$824 million upgrade of the Wacol to Darra section of the Ipswich Motorway transforming the Centenary Highway interchange from a signalised roundabout to a multi-level, free flowing system interchange
- completed the \$366 million Centenary Highway extension from Springfield to join the Cunningham Highway at Yamanto to improve the standard of living for the growing western corridor communities
- completed the upgrade of the Ipswich / Logan Interchange resulting in improved safety, traffic flow, local access and improved travel times on the Ipswich Motorway
- completed the Peninsula Developmental Road (Lily Creek to Crocodile Gap) in August 2009, improving safety and travelling conditions to Cape York
- completed the upgrade of the Bruce Highway to six lanes between Uhlmann Road and Caboolture
- continued construction of the new Ted Smout Memorial Bridge between Brighton and Redcliffe
- completed the upgrade of the Mount Lindesay Highway to four lanes between Green Road/Fedrick Street and Rosia Road
- commenced the Bruce Highway upgrade to four lanes between Sankeys Road and Traveston Crossing Road
- introduced “Open Roads” legislation and policy to strengthen powers for authorised officers to move and/or remove vehicles, loads and other items from the road as quickly as possible
- introduced heavy vehicle recovery units and other “Open Roads” initiatives to reduce crash and incident-related traffic delays
- continued to roll out the five-year, heavy vehicle rest areas program to help drivers manage fatigue and improve road safety
- launched the redeveloped 131940 Traffic and Travel Information Website to assist the travelling public in making informed travel choices, with over 77 web live camera images on State-controlled roads across the State showing traffic conditions
- introduced free-flow tolling on the Gateway and Logan Motorways in July 2009.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Rail, Ports and Aviation Systems

The objective of this service is to provide efficient and effective rail, ports, freight and aviation systems. The service promotes better transport for Queensland through the coordination of transport policy, funding and investment initiatives relating to rail, port, freight and aviation systems. The service facilitates appropriate, efficient roles for transport modes across Queensland through the use of cost-effective transport logistics and management practices; manages rail and port infrastructure investments; oversees rail safety regulation; and provides financial assistance for rural and remote aviation systems. This service contributes to the following Government ambitions:

- Strong – *Creating a diverse economy powered by bright ideas*
- Fair – *Supporting safe and caring communities*
- Healthy – *Making Queenslanders Australia's healthiest people.*

Integrated Transport Planning

The objective of this service is to deliver a sustainable transport system which integrates transport planning and land use across all levels of government and across all modes. The service delivers integrated solutions for transport infrastructure, systems and services and development assessments. This service contributes to the following Government ambitions:

- Strong – *Creating a diverse economy powered by bright ideas*
- Green – *Protecting our lifestyle and environment*
- Smart – *Delivering world-class education and training.*

Road Use Management

The objective of this service is to promote safer and sustainable use of the road transport system. The service delivers policies, regulations, licensing, registration and accreditation systems and educational programs that promote and influence a safe, efficient, accessible and ecologically sustainable road transport system. The service also manages the legislation, revenue collection, and penalties and sanctions related to road use. This service contributes to the following Government ambitions:

- Strong – *Creating a diverse economy powered by bright ideas*
- Green – *Protecting our lifestyle and environment*
- Smart – *Delivering world-class education and training.*

Maritime Safety

The objective of this service is to manage the safe and environmentally sustainable movement of vessels using Queensland's waterways. The service fosters a safe and vibrant maritime community and industry in Queensland by managing and influencing the safety of vessels and their operation. The service's prime focus is delivery of improved safety and environmental outcomes and support for State-wide economic development and improved quality of life. This service contributes to the following Government ambitions:

- Strong – *Creating a diverse economy powered by bright ideas*
- Green – *Protecting our lifestyle and environment*
- Smart – *Delivering world-class education and training*
- Healthy – *Making Queenslanders Australia's healthiest people*
- Fair – *Supporting safe and caring communities.*

Public Transport Services

The objective of this service is to provide efficient, effective, safe and economically sustainable public transport services and promote increased cycling and walking. The service connects people, opportunities and places and removes barriers to access and mobility. The service aims to provide the community of Queensland with a high quality public transport system (including school services) through the facilitation of bus, ferry, train, taxi and air services. This service contributes to the following Government ambitions:

- Strong – *Creating a diverse economy powered by bright ideas*
- Green – *Protecting our lifestyle and environment*
- Healthy – *Making Queenslanders Australia's healthiest people*
- Fair – *Supporting safe and caring communities.*

Road System Planning

The objective of this service is to ensure the long-term development of Queensland's road network as part of an integrated transport system. Activities under this service seek to provide:

- continued economic development and employment opportunities across the State
- understanding of, and response to, long-term demand drivers relevant to the road system
- balanced investment between enhancement work and funding for maintenance, preservation and operations
- development of new road infrastructure and non-infrastructure initiatives to support safe and efficient travel
- efficiency of the network to support the growing freight task
- transport decisions that meet the Government's requirements for the community.

This service contributes to the following Government ambitions:

- Strong – *Creating a diverse economy powered by bright ideas*
- Green – *Protecting our lifestyle and environment*
- Healthy – *Making Queenslanders Australia's healthiest people.*

Road Program Development and Delivery

The objective of this service is to develop and manage integrated transport projects that provide a safe, efficient and reliable transport network, while ensuring value for money. The service manages the development, implementation and monitoring of the transport program to meet the targets outlined under the Queensland Road System Performance Plan, and includes expenditure on road maintenance activities, with overall works outlined in a four-year transport system program which is published annually. This service contributes to the following Government ambitions:

- Strong – *Creating a diverse economy powered by bright ideas*
- Green – *Protecting our lifestyle and environment*
- Healthy – *Making Queenslanders Australia's healthiest people.*

Road Corridor and Network Operations

The objective of this service is to protect our lifestyle and the environment by focusing on the safe, sustainable management and operation of the road network and corridors. The service's activities include traffic operations, traffic and traveller information, incident management, heavy vehicle management, road safety management, third party access management, and road corridor environmental management. This service contributes to the following Government ambitions:

- Strong – *Creating a diverse economy powered by bright ideas*
- Green – *Protecting our lifestyle and environment*
- Healthy – *Making Queenslanders Australia's healthiest people.*

Community Transport Access Support

The objective of this service is to provide funding grants under the Transport Infrastructure Development Scheme to local government road projects and works undertaken on Aboriginal and Torres Strait Islander community access improvement projects. This service contributes to the following Government ambitions:

- Healthy – *Making Queenslanders Australia's healthiest people*
- Fair – *Supporting safe and caring communities*
- Smart – *Delivering world-class education and training.*

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services^{2,3}				
Rail, Ports and Aviation Systems		168	169	169
Integrated Transport Planning		213	214	215
Road Use Management		2,128	2,141	2,149
Maritime Safety		560	563	563
Public Transport Services		404	406	408
Road System Planning		303	305	307
Road Program Development and Delivery		2,544	2,560	2,567
Road Corridor and Network Operations		740	745	745
Community Transport Access Support		83	84	84
Total services		7,143	7,187	7,207
BUSINESS UNITS				
RoadTek		1,708	1,680	1,703
Total business units		1,708	1,680	1,703
Total		8,851	8,867	8,910

Notes:

1. Average full-time equivalents (FTEs) over the 12 months to 30 June.
2. Corporate FTEs are allocated across the services to which they relate.
3. Transport and Main Roads has a large part-time and casual workforce. The 2009-10 Estimated actual head count is 10,958.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Rail, Ports and Aviation Systems	718,830	710,816	7,978	..	36
Integrated Transport Planning	73,437	58,074	14,849	..	514
Road Use Management	322,837	236,385	45,912	..	40,540
Maritime Safety	135,455	83,476	2,886	..	49,093
Public Transport Services	361,319	321,217	38,844	..	47,258
Road System Planning	31,546	29,614	1,868	..	64
Road Program Development and Delivery	1,775,223	1,697,030	59,010	..	47,577
Road Corridor and Network Operations	141,149	131,219	9,632	..	298
Community Transport Access Support	95,993	89,803	6,125	..	65
Total	3,655,789	3,357,634	187,104	..	185,445

Note:

1. Explanations of variances are provided in the financial statements.

ADMINISTERED ITEMS

Administered activities are those undertaken by the department on behalf of the Government.

DESCRIPTION

The department administers and operates the State-wide driver licensing system, marine licensing system and vehicle and vessel registration systems. The aim of these activities is to manage access to, and use of, the transport network including protection of the network from misuse. In addition, government funding to support the TransLink Transit Authority is injected via an administered expense item.

Review of Service Performance

Recent achievements and emerging Issues

Major Revenue Items

Major administered revenue items for 2009-10 are:

- Vehicle Registration \$1.268 billion
- Transport and Traffic Fees \$250 million

Major Expense Items

Major administered expense item for 2009-10 is:

- TransLink Recurrent Grants \$863.5 million

Future developments

Major Revenue Items

Major administered revenue items for 2010-11 are:

- Vehicle Registration \$1.318 billion
- Transport and Traffic Fees \$270 million

Major Expense Items

Major administered expense item for 2010-11 is:

- TransLink Recurrent Grants \$992.7 million

Financial statements and variance explanations in relation to Administered Items appear in the financial statements section.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Rail, Ports and Aviation Systems				
Rail fatalities per 100,000 population		0.10	0.08	0.10
Hospitalised rail casualties per 100,000 population	1	0.28	0.39	0.40
Number of level crossing collision occurrences per 1,000,000 train kilometres travelled	2	0.50	0.21	0.45
State contribution (\$000)		701,886	707,164	710,816
Other revenue (\$000)		38,586	8,557	8,014
Total cost (\$000)		740,472	715,721	718,830
Service: Integrated Transport Planning				
Percentage of integrated transport planning projects meeting milestones		80	82	90
Total value of transport studies and investigations (\$ million)	3	10.3	21	119
State contribution (\$000)		56,462	57,625	58,074
Other revenue (\$000)		15,059	18,319	15,363
Total cost (\$000)		71,521	75,944	73,437
Service: Road Use Management				
Road fatalities per 100,000 population		7.75	6.77	7.25
Hospitalised road casualties per 100,000 population	4	N/A	N/A	N/A
Compliance officer hours on-road	5	70,100	80,000	74,155
Road transport greenhouse gas emissions (1,000 tonnes, CO ₂ eq) per 100,000 population	6	388	385	--
Road transport greenhouse gas emissions (CO ₂ eq tonnes per capita)	7	New measure	New measure	3.85
Percentage of people in target audience who have high-level awareness of road safety campaigns	8	90	90	90
Percentage of national road transport reforms implemented within specified timeframes	8	100	100	100
Average wait time in Customer Service Centres (minutes)	9	10	9	10

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of Call Centre calls answered within three minutes		80	81	80
State contribution (\$000)		194,656	167,337	236,385
Other revenue (\$000)		82,717	84,164	86,452
Total cost (\$000)		277,373	251,501	322,837
Service: Maritime Safety				
Marine fatalities per 100,000 registered vessels	7	New measure	New measure	5.3
Officer hours preparing for ship-sourced pollutants	8,10	10,000	9,000	10,000
Number of compliance actions taken for maritime breaches	8,11	12,000	11,400	10,500
Percentage of time international standards for Aids to Navigation are met	8	95	99	95
Percentage of vessel movements without serious incidents	8			
• pilotage areas		99.8	99.8	99.8
• ReefVTS area		99.8	99.95	99.8
Percentage of commercial and fishing ship applications responded to within statutory requirement	10,12			
• licensing		100	82	95
• registration		100	81	95
Percentage of vessels rated in need of very high monitoring priority	7	New measure	New measure	0.5
State contribution (\$000)		104,594	73,633	83,476
Other revenue (\$000)		11,032	54,383	51,979
Total cost (\$000)		115,626	128,016	135,455
Service: Public Transport Services				
Wheelchair accessible taxi response times compared to regular taxi fleet response times	7	New measure	New measure	
• Peak	- Regular - Wheelchair accessible			85% within 18 min 95% within 30 min
• Off Peak	- Regular - Wheelchair accessible			85% within 10 min 95% within 20 min
Number of hours of compliance activity directed at public transport-related target groups	13	14,300	16,500	14,300

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Patronage on Government contracted				
• regional air services	8,14	220,000	238,000	240,000
• long distance bus services	7	New	New	135,000
• regional urban bus services	8	13,000,000	12,662,000	12,700,000
• regional ferry services	7	New	New	3,700,000
• Traveltrain services	8,15	447,000	440,000	446,000
Taxi Subsidy Scheme				
• passenger trips provided in contract area	8,16	2,000,000	1,683,000	1,719,000
• cost (\$) of subsidy per trip	7	New measure	New measure	8.71
User satisfaction ratings for public transport by service type (on a 1-100 scale)				
• Regional urban bus (Government contracted)		>65	70	65
• Regional urban ferry (Government contracted)	17	>65	N/A	N/A
• Taxi		>65	70	65
Cost (\$) of subsidy per passenger on Government contracted				
• regional air services	7	New	New	38.38
• long distance bus services	7	New	New	30.00
• regional urban bus services	7	New	New	2.22
• regional ferry services	7,18	New	New	16.42
• Traveltrain Services	15	324.38	329.54	311.66
State contribution (\$000)		324,868	325,166	321,217
Other revenue (\$000)		40,000	48,130	86,102
Total cost (\$000)		364,868	363,296	361,319
Service: Road System Planning				
Road system seal age (percentage of the State-controlled road network exceeding the optimal seal age)	19	18.8	17.1	16 - 19
Road system condition (the percentage of urban and rural State-controlled roads with condition better than the specified benchmark)				
• Urban		98	99	97 – 99
• Rural		95	98	97 – 99
State contribution (\$000)		48,211	28,730	29,614
Other revenue (\$000)		3,524	1,999	1,932
Total cost (\$000)		51,735	30,729	31,546

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Road Program Development and Delivery				
Percentage of major construction projects (road)				
• for which construction commenced no later than four months after the programmed commencement date	8	90	80	90
• completed no more than 10% after the programmed construction period	20	90	73	90
• costing less than 10% over the programmed estimate		90	90	90
State contribution (\$000)		1,728,237	1,654,499	1,697,030
Other revenue (\$000)		137,423	196,652	106,587
Total cost (\$000)		1,828,621	1,735,596	1,775,223
Service: Road Corridor and Network Operations				
Number of significant environmental incidents at road projects investigated by regulatory agencies	8,21	..	5	..
Fatalities per 100,000 population on State-controlled roads	8,22	3.77	3.83	3.65
Number of fatal crashes on State-controlled roads per 100 million vehicle kilometres travelled		0.54	0.55	..
Number of fatal crashes on State-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be the primary contributing factor	7,23,24	New measure	New measure	N/A
Road Network Performance - Efficiency (Travel Speed) • AM Peak • Off Peak • PM Peak	7,25	New measure	New measure	N/A
Road Network Performance - Reliability (Travel Speed) • AM Peak • Off Peak • PM Peak	7,25	New measure	New measure	N/A
Road Network Performance - Productivity (Travel Speed & Flow) • AM Peak • Off Peak • PM Peak	7,25	New measure	New measure	N/A
State contribution (\$000)		123,891	128,138	131,219
Other revenue (\$000)		10,811	10,231	9,930
Total cost (\$000)		134,702	138,369	141,149

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Community Transport Access Support				
Bikeways – kilometres completed	26	69	55	41
Transport Infrastructure Development Scheme (TIDS) Funding (\$ million)	8,27	64.2	88.6	64.2
Black Spot – Australian Government funding on local government roads (\$ million)	28	21.7	18.6	12.1
State contribution (\$000)		137,157	106,656	89,803
Other revenue (\$000)		5,204	6,228	6,190
Total cost (\$000)		142,361	112,884	95,993

Notes:

- The 2010-11 Target/estimate has been revised to accommodate slip, trip and fall type occurrences. Slip, trip and fall type occurrences on the railway platform are considered as rail safety events and are included in this count.
- The 2010-11 Target/estimate has been revised as there are early indications in level crossing safety improvement.
- Significant increase in 2010-11 Target/estimate is due to the consolidation of the former departments' (Queensland Transport and Main Roads) strategic transport planning studies and investigations.
- Delays in receiving data sets from new reporting systems have impacted on the ability to report against this Service Standard.
- The estimated actual result is greater than the 2009-10 Target/estimate because of a greater focus being placed around on-road activities to prevent heavy vehicle fatigue-related accidents, such as 'Austrans" a joint State-wide operation undertaken with other agencies.
- Gas emissions are sourced from the Australian Greenhouse Emissions Information System website.
- New service standard introduced in 2010-11.
- Service standard title has been amended slightly from 2009-10 for clarity purposes.
- The average wait time has reduced due to more efficient use of resources and improved operational practices.
- The 2009-10 Estimated actual reflects the response efforts for the oil discharge incidents during the year.
- The 2010-11 Target/estimate has been revised to reflect the reduced number of compliance hours to be undertaken. Maritime Safety Queensland is continuing to enhance its compliance activities through targeted exercises based on a risk management approach to monitoring that may reduce the number of non-compliance actions taken as operators continue to adopt safer practices.
- This service standard is the result of combining two performance measures reported in the 2009-10 SDS. Some delays in processing licensing and registration applications occurred early in the year. Processing has returned to acceptable performance levels.
- The 2009-10 Estimated actual is slightly higher than targeted due to a greater direct focus through targeted activities such as taxi compliance work.
- The 2009-10 Estimated actual is more than targeted due to service performance and reliability of new contracted operators which has provided passengers certainty of travel. A small proportion of the increase can also be attributed to the recent flooding experienced in regional Queensland with road closures forcing a modal shift from road to air services.
- The 2009-10 Estimated actual reflects the impacts of a prolonged wet season and major regional flooding events.
- The 2009-10 Estimated actual is less than targeted due to tighter compliance controls and closer monitoring of trips and driver/member usage.
- User satisfaction data not currently collected for regional ferry services.
- Subsidy only relates to a single regional ferry service.
- The 2009-10 Target/estimate results as per actual 2008-09 results published in the department's 2008-09 Annual Report.
- The 2009-10 Estimated actual is less than targeted due to approval delays, resource constraints and the impact of prolonged wet weather across the State.
- A significant incident is defined as an incident that causes an impact costing more than \$5,000 to repair or is considered high risk from a risk assessment perspective. No incidents were prosecuted following investigation and all incidents were rectified to the satisfaction of the regulator and the community.
- The 2009-10 Target/estimate is based on the Australian Transport Council target of a 40% reduction in the number of fatalities for each 100,000 population over the 2001-2010 period as published in the national Road Safety Strategy 2001-2010. The 2010-11 Target/estimate reflects the December 2010 target from the 2001-2010 strategy. A new 10-year National Road Safety Strategy is currently under development, with new targets to be established around the end of 2010.
- Data not available as yet to provide an accurate 2010-11 Target/estimate.
- Due to complexities involved in determining causal factors for road crashes, results reported will reflect all instances where the road condition was a contributing factor.
- The system to produce congestion measures is currently under development and figures are not yet available. Further development of the STREAMS traffic management system and liaison with key stakeholders is required prior to reporting of this service standard.

26. The 2009-10 Estimated actual is lower than targeted due to works delayed or rescheduled as a result of wet weather and changes to local government works programs. The extent of bikeway lengths completed is influenced by the complexity and scope of works for individual projects.
27. The 2009-10 Estimated actual includes projects carried over from the previous year.
28. The 2010-11 Target/estimate excludes Black Spot Economic Stimulus Plan funding which ends in 2009-10.

INCOME STATEMENT

Department of Transport and Main Roads	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,11	3,429,962	3,248,948	3,357,634
User charges	2,12	169,532	242,776	187,104
Grants and other contributions	3,13	30,991	15,501	48,031
Other revenue	4,14	90,293	167,886	134,914
Gains on sale/revaluation of property, plant and equipment and investments		2,500	2,500	2,500
Total income		3,723,278	3,677,611	3,730,183
Expenses				
Employee expenses	5,15	512,355	516,729	539,458
Supplies and services	6,16	706,872	883,688	930,477
Grants and subsidies	7,17	905,805	873,877	861,429
Depreciation and amortisation	8,18	1,158,423	860,504	912,920
Finance/borrowing costs	9	79,089	81,151	77,559
Other expenses	10	178,148	190,560	188,399
Losses on sale/revaluation of property, plant and equipment and investments		145,547	145,547	145,547
Total expenses		3,686,239	3,552,056	3,655,789
OPERATING SURPLUS/(DEFICIT)		37,039	125,555	74,394

STATEMENT OF CHANGES IN EQUITY

Department of Transport and Main Roads	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	19	684,622
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		684,622
Surplus/(deficit) for the period		37,039	125,555	74,394
Total recognised income and expense for the period		721,661	125,555	74,394
Equity injection/(withdrawal)	20,22	2,426,549	2,283,758	2,433,147
Equity adjustments (MoG transfers)	21	..	(2,800)	..
Total movement in equity for period		3,148,210	2,406,513	2,507,541

BALANCE SHEET

Department of Transport and Main Roads	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		154,768	157,494	164,428
Receivables	23	185,787	209,034	210,028
Other financial assets	
Inventories		15,806	14,270	14,390
Other	24	5,502	18,669	18,669
Non-financial assets held for sale		2,844	10	10
Total current assets		364,707	399,477	407,525
NON-CURRENT ASSETS				
Receivables		1
Other financial assets		227,460	228,079	237,869
Property, plant and equipment	25,32	64,251,010	48,165,958	50,658,778
Intangibles	33	131,978	133,451	141,089
Other	
Total non-current assets		64,610,449	48,527,488	51,037,736
TOTAL ASSETS		64,975,156	48,926,965	51,445,261
CURRENT LIABILITIES				
Payables	26	804,929	888,890	882,794
Accrued employee benefits	27	13,303	27,119	27,119
Interest-bearing liabilities and derivatives		64,961	64,588	69,185
Provisions	
Other		9,310	7,238	7,238
Total current liabilities		892,503	987,835	986,336
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		5,939	5,845	5,845
Interest-bearing liabilities and derivatives	28,34	1,065,515	1,028,057	1,040,311
Provisions	
Other	
Total non-current liabilities		1,071,454	1,033,902	1,046,156
TOTAL LIABILITIES		1,963,957	2,021,737	2,032,492
NET ASSETS/(LIABILITIES)		63,011,199	46,905,228	49,412,769
EQUITY				
Capital/contributed equity	29,35	61,135,463	46,892,177	49,325,324
Retained surplus/(accumulated deficit)	30,36	508,288	13,051	87,445
Reserves:				
- Asset revaluation reserve	31	1,367,448
- Other	
TOTAL EQUITY		63,011,199	46,905,228	49,412,769

CASH FLOW STATEMENT

Department of Transport and Main Roads	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	37,48	3,429,962	3,302,663	3,357,634
User charges	38,49	175,918	297,309	193,490
Grants and other contributions	39,50	30,991	15,501	48,031
Other	40,51	238,764	506,344	473,385
Outflows:				
Employee costs	41,52	(512,355)	(516,729)	(539,458)
Supplies and services	42,53	(1,026,320)	(1,442,837)	(1,459,478)
Grants and subsidies	43,54	(905,805)	(897,737)	(861,429)
Borrowing costs		(79,210)	(81,272)	(77,680)
Other	44	(19,868)	(29,770)	(20,566)
Net cash provided by/(used in) operating activities		1,332,077	1,153,472	1,113,929
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	55	16,255	16,255	6,255
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	45,56	(3,758,658)	(3,534,974)	(3,553,458)
Payments for investments		(9,790)	(10,138)	(9,790)
Loans and advances made	
Net cash provided by/(used in) investing activities		(3,752,193)	(3,528,857)	(3,556,993)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	46,57	88,085	48,093	81,490
Equity injections	47,58	4,195,800	3,895,011	4,259,430
Outflows:				
Borrowing redemptions	59	(77,922)	(77,910)	(64,639)
Finance lease payments	
Equity withdrawals	47,58	(1,769,251)	(1,486,127)	(1,826,283)
Net cash provided by/(used in) financing activities		2,436,712	2,379,067	2,449,998
Net increase/(decrease) in cash held		16,596	3,682	6,934
Cash at the beginning of financial year		138,172	153,812	157,494
Cash transfers from restructure	
Cash at the end of financial year		154,768	157,494	164,428

ADMINISTERED INCOME STATEMENT

Department of Transport and Main Roads	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	63	118,010	118,010	..
Taxes, fees and fines	60,64	1,735,873	1,747,335	1,804,965
Royalties, property income and other territorial revenue	
Interest		25	25	25
Administered revenue	61,65	828,040	978,391	992,722
Other		5,744	5,744	5,888
Total revenues		2,687,692	2,849,505	2,803,600
Expenses				
Supplies and services	
Depreciation and amortisation	
Grants and subsidies	61,65	828,040	978,391	992,722
Benefit payments	
Borrowing costs	
Other	
Total expenses		828,040	978,391	992,722
Net surplus or deficit before transfers to Government	62,66	1,859,652	1,871,114	1,810,878
Transfers of administered revenue to Government		1,859,652	1,871,114	1,810,878
OPERATING SURPLUS/(DEFICIT)	

ADMINISTERED BALANCE SHEET

Department of Transport and Main Roads	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	67	14,484	29,287	29,378
Receivables		34,535	34,949	35,050
Inventories	
Other		118,010	118,010	118,010
Non-financial assets held for sale	
Total current assets		167,029	182,246	182,438
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		35,762	37,359	37,359
Intangibles	
Other	
Total non-current assets		35,762	37,359	37,359
TOTAL ADMINISTERED ASSETS		202,791	219,605	219,797
CURRENT LIABILITIES				
Payables	67	9,158	21,747	21,755
Transfers to Government payable		35,419	37,899	38,019
Interest-bearing liabilities	
Other		122,218	122,366	122,430
Total current liabilities		166,795	182,012	182,204
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities	
Other	
Total non-current liabilities	
TOTAL ADMINISTERED LIABILITIES		166,795	182,012	182,204
ADMINISTERED NET ASSETS/(LIABILITIES)		35,996	37,593	37,593
EQUITY				
Capital/Contributed equity	68	53,353	35,996	35,996
Retained surplus/(Accumulated deficit)	68	(24,132)
Reserves:				
- Asset revaluation reserve	69	6,775	1,597	1,597
- Other	
TOTAL ADMINISTERED EQUITY		35,996	37,593	37,953

ADMINISTERED CASH FLOW STATEMENT

Department of Transport and Main Roads	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	70,73	828,040	980,951	992,722
Grants and other contributions	74	118,010	118,010	..
Taxes, fees and fines	71,75	1,735,873	1,747,335	1,804,965
Royalties, property income and other territorial revenues	
Other		8,212	8,212	8,356
Outflows:				
Transfers to Government	71,75	(1,859,532)	(1,870,994)	(1,810,758)
Grants and subsidies	70,74	(828,040)	(980,951)	(992,722)
Supplies and services		20	20	20
Borrowing costs	
Other		(2,492)	(2,492)	(2,492)
Net cash provided by/(used in) operating activities		91	91	91
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	72,76	708,109	577,974	560,888
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	72,76	(708,109)	(577,974)	(560,888)
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		91	91	91
Administered cash at beginning of financial year		14,393	29,196	29,287
Cash transfers from restructure	
Administered cash at end of financial year		14,484	29,287	29,378

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The conditions outlined in the notes below have impacted on the amount of service revenue received by the department.
2. Variance reflects an increase in the level of recoverable road works undertaken for local governments, other government agencies and industry, higher than anticipated recoveries from TransLink Transit Authority for project management associated with the TransLink Station Upgrade Program works and increased reimbursements from Queensland Rail for property acquisitions.
3. Variance reflects the reclassification of Australian Government funding for the boomgates program to onpass to Queensland Rail Limited offset by a reimbursement from the Australian Maritime Safety Authority relating to the *Pacific Adventurer* oil spill.
4. Increase reflects the conversion of pilotage revenue from administered to controlled, a one-off increase in recoveries from Queensland Motorways Limited for land resumptions and an increase in developer contributions.
5. Variance due to staff required to continue the implementation of the New Queensland Driver Licence project, the transfer of motor pool staff from the Shared Service Agency, staff for the toll compliance prosecutions function, COAG business regulation and competition regulatory activities, ongoing delivery of congestion management initiatives and the Office of Sustainable Transport.
6. Variance reflects increased expenditure for Natural Disaster Relief and Recovery Arrangements (NDRRA) following severe flooding events and costs incurred in relation to the *Pacific Adventurer* and the *Shen Neng 1* oil spill response activities.
7. Decrease reflects the rationalisation of the Theebine to Kingaroy rail branch line and transfer of above rail infrastructure to the TransLink Transit Authority, offset by additional funding for regional public transport service growth, and air and long distance coach services.
8. Decrease in depreciation is due a revision of budget estimates as part of the road asset valuation process.
9. Variance reflects timing of borrowings for the New Queensland Driver Licence project.
10. Increase reflects a one-off payment to combat agencies in relation to the *Pacific Adventurer* oil spill response and an increase in enrolments and CPI effects associated with the School Transport Assistance Scheme.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

11. The conditions outlined in the notes below have impacted on the amount of service revenue received by the department.
12. Variance reflects a reduction in the level of recoverable works expected to be undertaken for local governments, other government agencies and industry.
13. Variance reflects the Gold Coast City Council contribution to the Gold Coast Rapid Transit System project.
14. Decrease reflects a one-off increase in recoveries from Queensland Motorways Limited in 2009-10 for land resumptions related to the Gateway Upgrade project and reduced revenue from developer contributions in 2010-11.
15. Increase largely reflects the impacts of enterprise bargaining increases, ongoing implementation of New Queensland Driver Licence and additional funding for long service leave consistent with the whole-of-Government directive.
16. Variance primarily reflects a reduction in NDRRA funding in 2010-11 following the severe disaster events of 2009-10, offset by funding for the implementation of the New Queensland Driver Licence project.
17. Variance primarily reflects the funding for the boomgates program finishing in 2009-10.
18. Variance reflects the forecast completion of projects funded from the South East Queensland Infrastructure Plan and Program (SEQIPP) and the funding requirements of the New Queensland Driver Licence project.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

19. Variance reflects the transfer of the asset revaluation reserve and retained surplus to capital/contributed equity as a result of the machinery-of-Government changes announced on 26 March 2009 and a decrease in the value of the road asset.
20. Variance is due to cash flow timing adjustments to projects funded by the Australian Government and SEQIPP.
21. Variance relates to payment for assets transferred to the State by Rio Tinto for the Yarwun Alumina Refinery expansion project at Gladstone.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

22. Variance primarily reflects the fluctuation in expenditure on the capital works program. This includes Australian Government funding, SEQIPP outcomes and reimbursement of properties for the Airport Link.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

23. Increase in receivables reflects an increase in recoverable works and an increased receivable in relation to Airport Link.
24. Variance reflects the increased level of prepayments relating to employee costs, shared service agency payments and pilotage transfers due to the timing of year-end.
25. Movement reflects the revaluation of the written-down replacement value of the road asset following a comprehensive revaluation.
26. Increase in the level of payables primarily reflects the resumption of further land required for capital projects, the settlement of which is subject to negotiation with land owners.
27. Variance reflects an increase in annual leave levy payable to the Annual Leave Central Scheme.
28. Variance reflects borrowings including the Regional Bridge Renewal Program and the New Queensland Driver Licence project.

29. Variance reflects a decrease in the value of the road asset partly offset by the transfer of the asset revaluation reserve and retained surplus to capital/contributed equity as a result of the machinery-of-Government changes announced on 26 March 2009.
30. Variance reflects the transfer of the asset revaluation reserve and retained surplus to capital/contributed equity as a result of the machinery-of-Government changes announced on 26 March 2009, land revaluation decrements and a contribution from the Gold Coast City Council relating to the Gold Coast Rapid Transit System project.
31. Variance reflects the transfer of the asset revaluation reserve and retained surplus to capital/contributed equity as a result of the machinery-of-Government changes announced on 26 March 2009.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

32. Movement reflects continued expenditure on the capital works program including contributions from the Australian Government and Gold Coast City Council in relation to the Gold Coast Rapid Transit System project and other projects funded by the SEQIPP.
33. Variance is due to the continued implementation of the New Queensland Driver Licence project.
34. Movement reflects forecast borrowing requirements including the New Queensland Driver Licence project.
35. Increase relates to contributions from the Australian Government in relation to the Gold Coast Rapid Transit System project and other projects funded through the SEQIPP.
36. Variance is due to the contribution from Gold Coast City Council in relation to the Gold Coast Rapid Transit System project.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

37. The conditions outlined in the notes below have impacted on the amount of service revenue received by the department.
38. Variance reflects an increase in the level of recoverable road works undertaken for local governments, other government agencies and industry, higher than anticipated recoveries from TransLink Transit Authority for project management associated with the TransLink Station Upgrade Program works and increased reimbursements from Queensland Rail for property acquisitions.
39. Variance reflects the reclassification of Australian Government funding for the boomgates program to onpass to Queensland Rail Limited offset by a reimbursement from the Australian Maritime Safety Authority relating to the *Pacific Adventurer* oil spill.
40. Increase is primarily due to an increased GST receipt in line with the significant increase in the capital program of the department. Increase also reflects the conversion of pilotage revenue from administered to controlled, higher than anticipated recoveries from Queensland Motorways Limited for land resumptions and an increase in developer contributions.
41. Variance due to staff required to continue the implementation of the New Queensland Driver Licence project, the transfer of motor pool staff back from the Shared Service Agency, staff for the toll compliance prosecutions function, COAG business regulation and competition regulatory activities, ongoing delivery of congestion management initiatives and the Office of Sustainable Transport.
42. Variance primarily reflects increased expenditure for NDRRA following severe flooding events and costs incurred in relation to the *Pacific Adventurer* and the *Shen Neng 1* oil spill response activities.
43. Decrease reflects the rationalisation of the Theebine to Kingaroy rail branch line and transfer of above rail infrastructure to the TransLink Transit Authority, offset by additional funding for regional public transport service growth, and air and long distance coach services.
44. Increase reflects a one-off payment to combat agencies in relation to the *Pacific Adventurer* oil spill response and an increase in enrolments and CPI effects associated with the School Transport Assistance Scheme.
45. Variance is due to cash flow timing adjustments to projects funded by the Australian Government and SEQIPP.
46. Variance reflects timing of borrowings including the Regional Bridge Renewal Program and the New Queensland Driver Licence project.
47. Variance is due to cash flow timing adjustments to projects funded by the Australian Government and South East Queensland Infrastructure Plan and Program.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

48. The conditions outlined in the notes below have impacted on the amount of service revenue received by the department.
49. Variance reflects a reduction in the level of recoverable works expected to be undertaken for local governments, other government agencies and industry.
50. Variance reflects the Gold Coast City Council contribution to the Gold Coast Rapid Transit System project.
51. Decrease reflects a one-off increase in recoveries from Queensland Motorways Limited in 2009-10 for land resumptions related to the Gateway Upgrade project and reduced revenue from developer contributions in 2010-11.
52. Increase largely reflects the impacts of enterprise bargaining increases, ongoing implementation of New Queensland Drivers License and additional funding for long service leave consistent with the whole-of-Government directive.
53. Variance primarily reflects a reduction in NDRRA funding in 2010-11 following the severe disaster events of 2009-10 offset by funding for the implementation of the New Queensland Driver Licence project.
54. Variance primarily reflects the funding for the boomgates program finishing in 2009-10.
55. The movement reflects a reduction in land assets to be disposed of in 2010-11.
56. The movement reflects continued expenditure on the capital works program including contributions from the Australian Government and Gold Coast City Council in relation to the Gold Coast Rapid Transit System project and other projects funded by the SEQIPP.
57. Increase reflects the net movement in debt servicing costs and draw-downs on approved borrowings.
58. Majority of the variation reflects the fluctuation in expenditure on the capital works program. This includes Australian Government funding, SEQIPP reprogramming and reimbursement of properties resumed for the Airport Link.
59. Majority of the decrease reflects the payout of roads infrastructure debt in 2009-10 therefore reducing redemption payments in 2010-11.

Administered income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

60. Variance is predominantly due to greater than anticipated growth in registration receipts offset by a reclassification of pilotage revenue from administered to controlled.
61. Variance predominantly relates to an increase in funding for the Townsville Marine Industry Precinct and increases in the contract costs for rail services. These rail contracts are administered by TransLink Transit Authority.
62. The conditions outlined in the notes above have impacted the amount available to be transferred to the Consolidated Fund.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

63. The movement reflects the final year of advance funding received from the Australian Government for capital works projects to be undertaken on the Bruce Highway between Townsville and Cairns.
64. Variance primarily relates to an increase in the revenue forecast for motor vehicle registrations.
65. Variance reflects increases in the cost of public transport service contracts administered by TransLink Transit Authority.
66. The conditions outlined in the notes above have impacted the amount available to be transferred to the Consolidated Fund.

Administered balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

67. Variance reflects an increase in payables to Queensland Rail for NDRRA expenditure related to Queensland monsoonal flooding.
68. Variance reflects the transfer of the retained surplus to capital/contributed equity as a result of the machinery-of-Government changes.
69. Variance reflects the transfer of the asset revaluation reserve to capital/contributed equity as a result of the machinery-of-Government changes.

Administered cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

70. Variance predominantly relates to an increase in funding for the Townsville Marine Industry Precinct and increases in the contract costs for rail services. These rail contracts are administered by TransLink Transit Authority.
71. Variance is predominantly due to greater than anticipated growth in registration receipts offset by a reclassification of pilotage revenue from administered to controlled.
72. Variance due to cashflow timing adjustments to projects funded by the SEQIPP and a lapse of funding due to the pending sale of the Port of Brisbane.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

73. Variance reflects increases in the cost of public transport service contracts administered by TransLink Transit Authority.
74. The movement reflects the final year of advance funding received from the Australian Government for capital works projects to be undertaken on the Bruce Highway between Townsville and Cairns.
75. Variance primarily relates to an increase in the revenue forecast for motor vehicle registrations.
76. Variance reflects a realignment in funding for rail projects.

Commercialised Business Unit

RoadTek

OVERVIEW

RoadTek is a major provider of transport infrastructure solutions throughout Queensland, providing civil construction and maintenance works and related services with a turnover in excess of \$500 million per year. It has a workforce of approximately 1,700 employees and operates from 29 locations throughout Queensland. In delivering a large, diverse program of works, RoadTek's number one priority is to embed a culture of safety in line with the Zero Harm philosophy. RoadTek's focus is on improving safety for road workers and road users.

REVIEW OF PERFORMANCE

Recent achievements

In 2009-10, RoadTek has:

- provided emergency and recovery response to communities across the State including restoring damaged roads and removing debris following major storms and flood events across Queensland through Natural Disaster Relief and Recovery Arrangements (NDRRA)
- provided safe training environments for plant and heavy machinery operation to develop our people and support the wider construction industry. The RoadTek Training Centre was launched in Townsville
- been recognised as a leading government business by the Customer Service Institute of Australia following the recertification audit
- delivered numerous projects for our customers across the State, including the substantial improvement in the structures inspection program
- implemented the SAP Program & Project Management module across all our business operations.

RoadTek continues to maintain a strong emphasis on business and project management performance, whilst maintaining certification against Australian and International standards in quality, safety, environment and customer service.

Future developments

In 2010-11, RoadTek will focus its efforts on achieving the following initiatives:

- continuing to drive a 'Zero Harm' philosophy across all our operations, supported by the continued roll out of the Safety Leadership Program. Our 'Zero Harm' philosophy is that our people go home in the same health as when they arrived at work
- developing strategic relationships within the department and across our wider customer and supplier groups
- continuing to build construction and business management capability, supporting good practice in both construction and maintenance activities. RoadTek will build capability in critical areas throughout the full construction lifecycle
- maintaining RoadTek as a sustainable commercial government business while delivering on government priorities.

The key challenge for RoadTek is to remain agile and able to respond in a challenging economic environment, enhancing opportunities to further enhance our business and maintain a highly capable workforce.

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Long term debt / equity	1,2	25%	22%	21.5%
Long term debt / total assets	3	14.6%	14%	14%
Return on equity	4	16%	19.6%	12%
Return on revenue (after tax)	1,5	3.7%	4.6%	3.2%
Profit margin (earnings before income tax / user charges)	1,5	5.5%	6.6%	4.5%
Lost time injury frequency rate	6	<20	20	<20
Plant utilisation (Plant Hire Services)		75%	75%	75%
Customers and stakeholders value RoadTek (on a scale of 1 to 5)		New measure	New measure	>4

Notes:

1. Service standard title has been amended slightly from previous year for clarity purposes.
2. As equity increases through profitable trading and with long term debt currently constant, this ratio remains relatively constant.
3. This ratio of debt gearing against total assets continues to improve with long term debt stable and a moderate increase in total asset value.
4. 2009-10 has exceeded expectations with an increased margin over a stable equity position. 2010-11 is expected to be slower, impacted by funding constraints.
5. Return on revenue and profit margin have improved over 2009-10 Budget, particularly due to increased revenue for Natural Disaster Relief and Recovery Arrangements (NDRRA) activities. The position in 2010-11 is expected to reduce due to funding constraints and a budgeted reduction in margin on projects.
6. In accordance with *Australian Standard 1885.1 – Workplace Injury and Disease Recording Standard*, Lost Time Injury Frequency is the number of lost time injuries, multiplied by one million and divided by the number of person-hours actually worked. An incident is defined as an injury that results in the loss of a shift (usually eight hours).

INCOME STATEMENT

RoadTek	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,7	500,666	552,804	507,517
Grants and other contributions		..	37	39
Other revenue		3,127	3,146	3,230
Gains on sale/revaluation of property, plant and equipment and investments	2	512	367	362
Total income		504,305	556,354	511,148
Expenses				
Employee expenses		135,035	141,944	146,092
Supplies and services	3,8	318,503	351,456	315,795
Grants and subsidies		89	109	114
Depreciation and amortisation	4	14,342	16,601	16,736
Finance/borrowing costs		3,613	3,382	3,410
Other expenses		3,686	4,567	4,594
Losses on sale/revaluation of property, plant and equipment and investments	5	1,080	1,399	1,342
Total expenses		476,348	519,458	488,083
Surplus or deficit before related income tax		27,957	36,896	23,065
Income tax expense/revenue	6,9	9,387	11,069	6,920
OPERATING SURPLUS/(DEFICIT) after related income tax		18,570	25,827	16,145

STATEMENT OF CHANGES IN EQUITY

RoadTek	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		27
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		27
Surplus/(deficit) for the period		18,570	25,827	16,145
Total recognised income and expense for the period		18,597	25,827	16,145
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Dividends paid or provided		(12,382)	(13,988)	(12,914)
Total movement in equity for period		6,215	11,839	3,231

BALANCE SHEET

RoadTek	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	10	11,195	1,131	1,065
Receivables	11	67,197	76,195	71,189
Other financial assets	
Inventories		24,091	21,769	21,769
Other		467	728	665
Non-financial assets held for sale	
Total current assets		102,950	99,823	94,688
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	12	94,883	108,439	111,873
Deferred tax assets		1,350
Intangibles		99	16	16
Other	
Total non-current assets		96,332	108,455	111,889
TOTAL ASSETS		199,282	208,278	206,577
CURRENT LIABILITIES				
Payables	13	34,846	41,769	37,836
Interest-bearing liabilities and derivatives		29,000	29,000	29,000
Current tax liabilities	14,17	8,944	2,791	1,754
Accrued employee benefits		1,790	1,575	1,613
Provisions	
Other		297
Total current liabilities		74,877	75,135	70,203
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities and derivatives	
Deferred tax liabilities	15	8,952	1,271	1,271
Accrued employee benefits	
Provisions	
Other	
Total non-current liabilities		8,952	1,271	1,271
TOTAL LIABILITIES		83,829	76,406	71,474
NET ASSETS/(LIABILITIES)		115,453	131,872	135,103
EQUITY				
Capital/contributed equity	16	..	47,826	47,826
Retained surplus/(accumulated deficit)		114,495	84,046	87,277
Reserves:				
- Asset revaluation reserve		958
- Other	
TOTAL EQUITY		115,453	131,872	135,103

CASH FLOW STATEMENT

RoadTek	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	18	504,498	556,076	512,371
Grants and other contributions		..	37	39
Other		25,877	26,382	28,193
Outflows:				
Employee costs		(134,720)	(141,829)	(146,054)
Supplies and services	19,23	(346,540)	(384,858)	(344,479)
Grants and subsidies		(89)	(109)	(114)
Borrowing costs		(3,613)	(3,382)	(3,410)
Taxation equivalents paid	20,24	(11,367)	(12,817)	(7,957)
Other		(3,693)	(4,574)	(4,601)
Net cash provided by/(used in) operating activities		30,353	34,926	33,988
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	21	11,443	4,987	3,256
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(28,075)	(26,007)	(24,396)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(16,632)	(21,020)	(21,140)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Dividends paid	22	(12,382)	(13,988)	(12,914)
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(12,382)	(13,988)	(12,914)
Net increase/(decrease) in cash held		1,339	(82)	(66)
Cash at the beginning of financial year		9,856	1,213	1,131
Cash transfers from restructure	
Cash at the end of financial year		11,195	1,131	1,065

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The increase in revenue is due to extensive flood damage work in North Queensland for Natural Disaster Relief and Recovery Arrangements (NDRRA).
2. The decrease in gains on sale is due to a tighter market for disposal of construction plant which has led to lower returns.
3. The increase in supplies and services is in line with revenue increase due to extensive flood damage work in North Queensland (NDRRA).
4. The increase in depreciation relates to the increased capital purchase program in property, plant and equipment.
5. The increase in losses on sale is due to a tighter market for disposal of construction plant.
6. The increase in income tax is due to an increased margin.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

7. The decrease in revenue is in line with the reduced program of works.
8. The decrease in supplies and services reflects decreased business activity in line with reduced revenue.
9. The decrease in income tax is due to an expected reduced surplus before income tax.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

10. The decrease in cash is due to ongoing income tax commitments, dividend returns of 50% and increased expenditure on the capital equipment program.
11. The increase in receivables is due to the increased level of revenue.
12. The increase in property, plant and equipment is due to capital acquisitions to replace and increase plant holdings.
13. The increase in payables is in line with higher than budgeted revenue resulting in increased contractor and materials expenditure from additional works.
14. The decrease in tax liabilities is due to government incentives of 30% investment allowance applied on major plant purchases.
15. The decrease in deferred tax liabilities is due to take up of government incentives of 30% investment allowance along with a prior year tax adjustment.
16. The variation reflects the transfer of the asset revaluation reserve and retained surplus to capital/contributed equity as a result of the machinery-of-Government changes announced on 26 March 2009.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

17. The decrease in tax liabilities is due to a budgeted reduction in profit margin for 2010-11 resulting from tighter economic conditions.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

18. The revenue increase is due to flood damages repairs in North Queensland for NDRRA.
19. The increase in supplies and services outflows is in line with the increased revenue from flood damages repairs (NDRRA).
20. The increase in taxation equivalents paid is due to the increase in revenue.
21. The decrease in property, plant and equipment sales is due to fewer items of construction plant put to the disposal market as a result of reduced demand and lower sale proceeds.
22. The increase in dividends paid is due to RoadTek paying an additional dividend for departmental safety initiatives.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

23. The decrease in supplies and services outflows is in line with the reduced program of works.
24. The decrease in taxation equivalents paid is due to the decrease in revenue.

Statutory Body

TransLink Transit Authority

OVERVIEW

The TransLink Transit Authority (TransLink) was established by the Government under the *Transport Operations (TransLink Transit Authority) Act 2008* to provide South East Queensland with the best possible public transport services at a reasonable cost to the community and Government.

In *Toward Q2: Tomorrow's Queensland*, the Government outlines its commitment under the Green ambition – *Cut by one-third Queenslanders' carbon footprint with reduced car and electricity use*. TransLink continues to contribute to this target by encouraging greater use of public transport in South East Queensland.

TransLink's role is to lead, plan, specify and provide mass transit for the people in South East Queensland. Key objectives for the organisation are to deliver a quality experience for the customer, whilst ensuring sustainable growth and improving service quality across the network.

REVIEW OF PERFORMANCE

Recent achievements

- **New Services** – six major new bus service packages were launched in 2009-10 with TransLink investing an additional \$14 million for new bus services. This was achieved through the delivery of over 190 new buses for growth, spares and an on-going replacement program, including two new 112 person capacity Superbuses. In addition to this, TransLink invested approximately \$25 million for new train services delivering services for 11 new three-carriage trains and providing additional passenger capacity.
- **Investing in Infrastructure** – in 2009-10, the \$7 million Petrie and \$1.8 million Bethania Rail Station upgrades were completed. A new 147 bay bus park 'n' ride and bus stop was constructed at Moggill Road, Kenmore at a cost of \$1.9 million. In addition, TransLink services also benefited from the Government's delivery of key pieces of infrastructure, including the Eastern and Northern busways and the extension of the Gold Coast rail line to the new Varsity Lakes station.
- **Ticketing** – *go* card use now makes up more than 60% of all weekly travel with the 100 millionth *go* card trip being achieved in April 2010. Off peak discounts, auto top-up and 300 additional *go* card retailers have also been added to the network.
- **Customer Satisfaction** – with a focus on customers, TransLink has equalled, if not bettered, its customer satisfaction ratings across all modes of transport since last year.

Future developments

- More than 220 new buses to cater for growth, spares and replacements, in addition to 12 new three-carriage trains will be introduced to the Translink network in 2010-11. These will deliver a range of bus and rail service improvements throughout the TransLink network, including the restructure of bus services in the Western region.

- Infrastructure projects scheduled for completion in 2010-11 include train park 'n' ride extensions at Dinmore, Ormiston, a new bus park 'n' ride at Park Ridge, and bus station park 'n' ride extensions at Bald Hills Bus Station, Bribie Island Bus Station, Greenbank RSL Bus Station and UQ Lakes Bus Station.

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2	N/A	308	308

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. 2009-10 Budgeted FTEs not reported as staffing table was not included in prior year Service Delivery Statement.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual.	2010-11 Target/est
Patronage on TransLink services – Bus, Rail and Ferry	1	191,000,000	185,200,000	188,000,000
Number of vehicle service kilometres in contract areas				
• Bus	2	93,000,000	92,873,044	95,848,524
• Rail	3	New	New	66,986,700
Total passenger “place” kilometres (millions)	4			
• Bus		New	New	5,942
• Rail		New	New	8,373
User satisfaction ratings of public transport by service type (on a 1-10 scale - 10 being excellent)				
• Bus		>7	7.0	>7
• Rail		>7	6.6	>7
• Ferry		>7	7.4	>7
Customer complaints on go card per 10,000 trips	5	New measure	New measure	<9.0
Percentage of unscheduled cancellations – Citytrain	3	<0.5	0.28	<0.5
Average on-time running performance in peak times – Citytrain	3	>92.5%	92.63%	>92.5%
Cost (\$) of subsidy per passenger trip – Bus, Rail and Ferry	6	New measure	New measure	5.46
State contribution (\$'000)		851,111	895,274	1,026,517
Other revenue (\$'000)		304,740	309,643	357,287
Total cost (\$'000)		1,155,851	1,204,917	1,383,804

Notes:

1. The introduction of the *go* card has resulted in much more accurate counting of passenger trips. In previous years, the use of paper tickets made it very difficult to accurately reflect passenger behaviour/activity. With progressive migration to *go* card technology a greater level of accuracy can be achieved in both counting passenger trips and forecasting future passenger activity.
2. The service standard for bus is based on the total number of in-service kilometres across the TransLink contracted fleet. Correspondingly for rail, the service standard applies to the total number of single carriages. Trains across the network may consist of a variable number of carriages.
3. The 2010-11 Target/estimate is based on the existing 2009-10 contract between TransLink and Queensland Rail Passenger. A new negotiated contract for 2010-11 may set a revised target.
4. "Place" kilometres are a measure of capacity provided on the network for both bus and rail. The service standard is calculated by multiplying the average vehicle capacity by the service kilometres for the year. This is then divided by 1,000,000 to give the resultant figure as place kilometres (millions). Average capacity both seated and standing for bus is 62; for rail it is 125 per carriage.
5. This new service standard has been added in order to measure the performance of the *go* card system and represents the number of complaints per 10,000 passenger trips. It is an average of the monthly results over the year.
6. This subsidy service standard represents the overall State contribution divided by the number of passenger trips.

INCOME STATEMENT

TransLink Transit Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,8	328,117	334,733	382,107
Grants and other contributions	2,9	824,705	865,812	994,843
Other revenue	3,10	3,029	4,372	6,854
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		1,155,851	1,204,917	1,383,804
Expenses				
Employee expenses	11	26,210	26,681	31,721
Supplies and services	4,12	573,535	585,154	655,406
Grants and subsidies	5,13	539,631	572,835	668,203
Depreciation and amortisation	6,14	16,172	18,562	22,576
Finance/borrowing costs		..	128	720
Other expenses	7,15	303	1,557	5,178
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		1,155,851	1,204,917	1,383,804
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

TransLink Transit Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	16,17	36,993	16,120	42,648
Equity adjustments (MoG transfers)	
Total movement in equity for period		36,993	16,120	42,648

BALANCE SHEET

TransLink Transit Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	18,24	2,046	30,324	47,348
Receivables		25,765	22,680	25,987
Other financial assets	
Inventories		471	910	311
Other		314	432	443
Non-financial assets held for sale	
Total current assets		28,596	54,346	74,089
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	16,17	224,258	202,095	232,806
Intangibles	19,25	10,059	7,542	10,350
Other	
Total non-current assets		234,317	209,637	243,156
TOTAL ASSETS		262,913	263,983	317,245
CURRENT LIABILITIES				
Payables	20,26	15,829	25,871	30,033
Accrued employee benefits		3,016	3,573	3,900
Interest-bearing liabilities and derivatives		..	696	747
Provisions	
Other	22,27	5,265	17,355	24,176
Total current liabilities		24,110	47,495	58,856
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	21	..	8,801	8,054
Provisions	
Other	
Total non-current liabilities		..	8,801	8,054
TOTAL LIABILITIES		24,110	56,296	66,910
NET ASSETS/(LIABILITIES)		238,803	207,687	250,335
EQUITY				
Capital/contributed equity	16,17	238,803	210,456	253,104
Retained surplus/(accumulated deficit)	23	..	(2,997)	(2,997)
Reserves:				
- Asset revaluation reserve		..	228	228
- Other	
TOTAL EQUITY		238,803	207,687	250,335

CASH FLOW STATEMENT

TransLink Transit Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	28,35	324,314	348,322	387,112
Grants and other contributions	29,36	824,705	865,812	994,843
Other		2,788	4,280	5,363
Outflows:				
Employee costs		(26,069)	(26,604)	(31,394)
Supplies and services	30,37	(573,497)	(589,817)	(656,905)
Grants and subsidies	31,38	(539,631)	(578,974)	(668,203)
Borrowing costs		..	(128)	(720)
Other	32	(88)	1,162	(663)
Net cash provided by/(used in) operating activities		12,522	24,053	29,433
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	33,39	360,000	860,000	1,020,000
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(50,003)	(43,605)	(54,361)
Payments for investments	33,39	(360,000)	(860,000)	(1,020,000)
Loans and advances made	
Net cash provided by/(used in) investing activities		(50,003)	(43,605)	(54,361)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	34,40	..	9,606	..
Equity injections	16,17	36,993	16,120	42,648
Outflows:				
Borrowing redemptions		..	(109)	(696)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		36,993	25,617	41,952
Net increase/(decrease) in cash held		(488)	6,065	17,024
Cash at the beginning of financial year		2,534	24,259	30,324
Cash transfers from restructure	
Cash at the end of financial year		2,046	30,324	47,348

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Variance reflects an increase in revenue from a January 2010 fare increase and introduction of *go* card off peak discounts.
2. Variance due to additional funds allocated from mid-year budget review for the provision of additional transportation services.
3. Increase due to general increase in interest rates and effective cash management.
4. Variance reflects an increase in costs associated with transportation operators and technology partners.
5. Variance due to an increase in Community Service Obligations payments towards rail services.
6. Variance due to additional Smartcard equipment expenditure and infrastructure works in progress now completed as part of the 2009-10 financial year.
7. Variance due to legal fees as a result of revised outsource model and external audit fees not budgeted for in 2009-10.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

8. Variance reflects an increase in revenue from a January 2010 fare increase, introduction of *go* card off peak discounts and anticipated further fare increases.
9. Increase due to additional funding provided for indexation and network growth in transportation services.
10. Further increase in investment income consistent with higher forecasted interest rates attributable to increased funding and forecasted revenues.
11. Increase due to full year impact of 2009-10 mid-year restructure and recognition of contracted roles to full time equivalents.
12. Increase due to the costs relating to indexation and associated growth to support additional transport services.
13. Variance reflects an increase in Community Service Obligations payments towards rail services and front line operations.
14. Increase consistent with additional capital program spends for 2010-11 and capital program spend deferred from 2009-10.
15. Increase due to *go* card household promotion to occur in 2010-11.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

16. Decrease relates to capital program deferrals in 2009-10 due to timing of committed expenditures.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

17. Increase due to capital program expenditure deferred from 2009-10 and adjustment as per TransLink Station Upgrade Program expenditure profile.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

18. Variance due to requirements for Smartcard deposits and unearned revenue resulting from the continued migration to Smartcard technology.
19. Decrease in intangibles due to delays in capital program.
20. Variance is a result of an increase in estimated end of year payables and an increase in *go* card deposits due to greater migration to Smartcard technology.
21. Variance reflects draw down on State Borrowing Program relating to the purchase of Smartcard technology.
22. Variance due to unearned revenue as a result of migration to Smartcard technology and recognition of advances for goods and services.
23. Variance due to carried-forward prior year loss.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

24. Variance due to further requirements for Smartcard deposits and unearned revenue resulting from the continued migration to Smartcard technology.
25. Increase due to delays in capital program from prior year.
26. Variance reflects an increase in further requirements for *go* card deposits due to migration to Smartcard technology.
27. Increase in unearned revenue as a result of further migration to Smartcard technology.

Cash flow Statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

28. Variance reflects an increase in fare revenue and unearned revenue as a result of the migration to Smartcard technology.
29. Variance due to additional funds allocated from mid-year budget review for the provision of additional transportation services.
30. Variance reflects an increase in costs associated with transportation operators and technology partners.
31. Variance due to an increase in Community Service Obligations payments towards rail services.
32. Variance reflects an increase in requirements for *go* card deposits due to migration to Smartcard technology.
33. Increase due to effective cash management through the investment of surplus funds.
34. Variance reflects draw down on 2009-10 State Borrowing Program relating to the purchase of Smartcard equipment.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

35. Variance reflects further anticipated increases in both fare revenue and unearned revenue as a result of the migration to Smartcard technology.
36. Increase due to funding relating to cost indexation and network growth of transportation services.
37. Increase due to the costs relating to indexation and associated growth to support additional transport services.
38. Variance reflects an increase in Community Service Obligations payments towards rail services and front line operations.
39. Further investment consistent with additional funding and forecasted revenues.
40. Variance reflects draw down on 2009-10 State Borrowing Program relating to the purchase of Smartcard technology.

PART 14

Department of Public Works

Summary of departmental portfolio budgets

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
2-154	Department of Public Works - controlled	612,357	620,291	643,450
	Department of Public Works - administered	68,743	68,491	43,881
2-179	QBuild	735,883	804,065	838,810
2-186	Project Services	142,591	179,709	151,131
2-194	QFleet	143,099	208,155	222,574
2-201	CITEC	173,705	174,596	201,192
2-209	Goprint	15,186	13,938	14,254
2-216	SDS (Sales and Distribution Services)	66,031	68,588	64,136
2-223	Shared Service Agency	184,681	177,964	189,580
2-230	CorpTech	129,044	130,865	123,608
2-237	Queensland Building Services Authority	126,260	145,351	148,085

Note:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Minister for Public Works and Information and Communication Technology has administrative responsibility for the functions of the Department of Public Works.

STRATEGIC ISSUES

The department performs a key role by working with other government agencies in assisting them to deliver their services to the people of Queensland. The department has lead agency responsibility for the design, construction, fitout and maintenance of government buildings; Information and Communication Technology (ICT); procurement; and recordkeeping in Queensland's public sector. It also provides high quality, standardised corporate services and business solutions to Government agencies through the Shared Service Agency and CorpTech, and provides the primary point of contact for Queenslanders accessing government services through Smart Service Queensland. A significant number of the department's services are delivered through its commercialised business units: QBuild; Project Services; QFleet; CITEC; Goprint; and SDS.

The department supports the Government's *Toward Q2: Tomorrow's Queensland* – the Government's blueprint to address the State's long term economic, environment and social challenges and opportunities – through five ambitions:

- Strong – *Creating a diverse economy powered by bright ideas* through built infrastructure, ICT and services that support growth in Queensland
- Green – *Protecting our lifestyle and environment* through sustainable fleet management, green ICT and building initiatives
- Smart – *Delivering world class education and training* by providing graduate programs and local training and employment opportunities through construction trade apprentices, graduate programs in ICT and procurement and traineeships
- Healthy – *Making Queenslanders Australia's healthiest people* through implementing a whole-of-department health program to assist staff manage their health, wellbeing and safety (Better Pathways to Health Program)
- Fair – *Supporting safe and caring communities* through volunteer programs at Roma Street Parkland and Queensland State Archives, and supporting reconciliation through the department's *Reconciliation Management Plan 2007-10 Working Towards Reconciliation*.

The department's lead role in coordinating built infrastructure projects under the Australian Government's Nation Building – Economic Stimulus Plan (the plan to stimulate the economy and build lasting infrastructure for Australia's future) also contributes to a strong Queensland. Fast-tracking the implementation of the Nation Building – Economic Stimulus Plan and the Government's building capital works program to support jobs and strengthen the Queensland economy remains a key challenge for the department.

The department is striving to improve service delivery through the use of emerging technologies and shared arrangements, and reduce costs through the efficient use of resources. The community's growing demand for seamless access to government services, and the need to meet a high standard of accountability, transparency and integrity are key factors influencing service delivery.

To address these issues, the department is pursuing seven strategic objectives:

- improve building asset management outcomes across government – measured through delivering capital works projects on time and within budget; gaining a return on investment for the office portfolio and government employee housing; and reducing vacancy rates for office accommodation and employee housing portfolios
- improve efficiency and effectiveness in ICT investment – measured by savings and benefits delivered through ICT programs
- enhance delivery of cost-effective support services – measured through reduced cost for services; and meeting government fiscal targets
- deliver better procurement outcomes for the Government – measured by savings and benefits delivered under existing and new arrangements for government agencies
- manage information effectively – measured by client satisfaction
- manage environmental initiatives effectively – measured through reductions in energy consumption in government buildings; and vehicle fleet carbon dioxide emissions
- enhance organisational capability and governance to support future service delivery – measured through cost-effective departmental corporate services.

2010-11 HIGHLIGHTS

Building infrastructure

The department will manage an extensive program of building capital works on behalf of Government agencies and provide advice and building asset management services including:

- delivering major construction infrastructure projects, including:
 - a 23,000-seat AFL stadium at Carrara on the Gold Coast capable of accommodating international standard sporting events;
 - the 19-storey Supreme Court and District Court complex in the Brisbane central business district;
 - government office buildings at Maroochydore, Thursday Island and Cairns;
 - an Ecosciences Precinct at Boggo Road, Brisbane (Australia’s first science “centre of excellence” supporting innovative research into climate change, healthy environment, balanced growth, sustainable industries and mineral and petroleum resources);
 - procurement management of new major State hospitals including including the Gold Coast University Hospital and Queensland Children’s Hospital, and redevelopment of hospitals at Robina, Cairns, Townsville, Mackay and Rockhampton; and
 - significant correctional centre facilities at Gatton and Lotus Glen.
- continuing to coordinate the implementation of the Australian Government’s Nation Building – Economic Stimulus for State-wide education, social housing, roads and safety projects.

Information and communication technology

The Government’s strategy for government information and communication technology, *Toward Q2 through ICT (2009-2014)*, sets the direction for improving the management and use of information and communication technology investment, and for driving initiatives, programs and projects across government. These endeavours, as outlined in the *Toward Q2 through ICT* implementation plan, help create a more accessible, efficient and effective government, and a strong industry/government partnership.

In addition, the department will deliver ICT initiatives including:

- embedding the 'one government' approach to ICT investment and management through increased visibility and collaboration on ICT initiatives and reduced duplication of effort (resources) across the sector
- promoting a single general enquiries number for the Government
- delivering improved online information and services through the Government website www.qld.gov.au
- working with the Australian Government and Queensland Government agencies to prioritise rollout principles and objectives, and identify Queensland broadband assets and capabilities to influence the timing and extent of the broadband rollout in Queensland
- pursuing the use of Web 2.0 technologies to engage the Queensland public in policy development
- opening two further Queensland Government Service Centres in Cairns and Maroochydore to provide a single point of service delivery managed by Smart Service Queensland
- implementing whole-of-Government capability to use SMS to support service delivery across all agencies
- progressing agencies' adoption of the Government's 'share before buy before build' and early market engagement practices for planned ICT investments
- progressing sector adoption of ICT policies, methodologies and frameworks to enable the maximisation of government ICT investment for delivery of business outcomes
- continuing to implement the program and project management methodologies within agencies and within the department
- progressing human resources and finance systems consolidation under the Corporate Solutions Program.

Environmental initiatives

The department will deliver environmental initiatives including:

- reducing the government vehicle fleet's engine emissions by 25% by the end of 2012 from the 30 June 2007 baseline
- supporting the Government's commitment to meeting national greenhouse gas emissions reductions targets by assisting agencies to improve the energy efficiency of their building portfolios
- increasing the minimum energy performance standard target for new government office buildings to 5 stars (out of 5) using the National Australian Built Environment Rating System for Offices (energy), where practical
- continuing to trial new low emission and renewable energy technologies for potential application in government buildings.

Cost-effective government service delivery

The department will progress:

- delivering savings and benefits through sector-wide procurement arrangements for common use items
- providing standardised shared services, delivered by the Shared Service Agency, CorpTech and Smart Service Queensland
- completing the rollout of the Travel Management System across all government agencies
- providing a range of building, ICT and administrative services to agencies by the department's commercialised business units (QBuild, Project Services, QFleet, CITEC, Goprint and SDS)

- continuing to provide project, program and portfolio management, planning methodologies, and risk management.

RECENT ACHIEVEMENTS

Building infrastructure

Building infrastructure achievements in 2009-10 included the:

- completion of the Kurilpa Bridge linking the Central Business District and South Bank
- completion of the Joint Contact Centre at Zillmere which was awarded the six star Green Star - Office Design v2 rating
- redevelopment of the former Kangaroo Point TAFE site adjacent to the Kangaroo Point cliffs
- progression of new government office buildings at Maroochydore, Cairns and Thursday Island
- completion of the Health and Food Sciences Precinct at Coopers Plains
- completion of the developed design and demolition works, and commencing site works for the AFL stadium at Carrara on the Gold Coast
- commencement of the construction of the Supreme Court and District Court complex in Brisbane
- development of a new minimum security standard for all government employee housing located in remote areas and completing a security audit against the new standard across 30 remote communities
- ongoing improvement and upgrade of the security and safety of government employee accommodation facilities in remote areas, including the Torres Strait region and central, south west and north west areas of Queensland
- introduction of the Government Employee Housing Management Framework, which was approved in November 2009 and is now mandated across the Government to improve employee housing portfolios and enhance the safety and security of government employees and their families
- continued coordination of the implementation of the Australian Government's Nation Building – Economic Stimulus Plan in Queensland.

Information and communication technology

Information and communication technology achievements in 2009-10 included:

- developing the Government's *Toward Q2 through ICT* strategy and establishing a collaborative 'one government' approach to the implementation of ICT initiatives
- opening the first Queensland Government Service Centre; a multi-agency counter in the Brisbane CBD providing approximately 5,000 transactions a month through a single point of service delivery with services ranging from seniors, carers and companion card information, first home owner grants, payroll tax and land tax payments, and gaming and liquor licences
- reinforcing the 'share before buy before build' direction in the Queensland Government Enterprise Architecture and reviewing ICT purchases of more than \$2 million and providing the opportunity to realise savings through the reuse of existing assets
- developing a strong foundation of ICT methodologies and frameworks to enable agencies to maximise their ICT investment
- establishing new Queensland Government Agent Program services in eight new locations including Childers, Gayndah, Mossman, Nanango, Pittsworth, Taroom, Toogoolawah and Tully

- establishing an office in Queensland to focus on the National Broadband Network (NBN) and maximise the benefits of NBN rollout in the State and the State's investment in telecommunication
- transitioning the equipment and other ICT infrastructure of three departments and the Public Trustee to Polaris Data Centre at Springfield
- being the front door to the Queensland Government and managing over 3 million telephone interactions, approximately 2 million online interactions and over 280,000 face-to-face interactions through Smart Service Queensland
- commemorating Queensland's 150th Anniversary through a Queensland State Archives' travelling events and exhibition program which showcased Queenslanders memorable moments and people in 32 venues across the State
- launching the Queensland State Archives' and State Library joint strategy *Towards a Queensland Digital Content Strategy: A Statement of Intent by State Library of Queensland and Queensland State Archives* to improve access to important archival and cultural material.

Environmental initiatives

Achievements related to environmental initiatives included:

- managing a bulk renewable energy purchase to reduce annual carbon emissions from government building electricity use by over 33,500 tonnes
- reducing the carbon dioxide emissions from vehicle fleet by 20.9% from the 30 June 2007 baseline, exceeding the target of 15% set to be achieved by the end of 2010 in the *QFleet ClimateSmart Action Plan 2007-2010*
- delivering the Energy Smart Buildings program to assist agencies reduce energy consumption in their buildings
- progressing construction of the Ecosciences Precinct at Boggo Road, Brisbane (Australia's first science "centre of excellence" supporting innovative research into climate change, healthy environment, balanced growth, sustainable industries and mineral and petroleum resources)
- improving the department's technical capability to support delivery of the Government's environmental and safety initiatives, particularly in the removal of asbestos containing material and safety within the construction industry
- provision of disaster management support to Queensland residents following monsoonal flooding and tropical cyclones Neville, Olga, Ului and Paul from January to April 2010 and central and south Queensland flooding in December 2009
- deploying the whole-of-Government Recycling Policy for Buildings and Civil Infrastructure for application by government agencies.

Cost-effective government service delivery

Achievements in 2009-10 included:

- procurement benefits in the form of \$41 million savings generated from common use arrangements
- continuing to implement a Travel Management System now live in all 13 agencies with the complete rollout expected to be finalised in December 2010
- establishing a print management broker to ensure that competitive quotes are received for all print work undertaken by core departments.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

The department comprises four divisions (Information and Communication Technology; Services; Works; and Corporate and Executive Services), which deliver and support the following services:

- Building Procurement and Asset Management
- Procurement Services
- Information and Communication Technology (ICT) Strategies
- Public Records Management and Advisory Services
- Access to Government Services and Information.

Building Procurement and Asset Management

Building Procurement and Asset Management assists building industry improvement and provides support and advice to the Government and its agencies on the delivery of services through the cost-effective provision and management of building assets.

This is achieved through:

- introducing major initiatives and programs to improve the environmental aspects of the built environment
- initiating and delivering strategic building and infrastructure projects
- providing and managing government accommodation and special estates
- providing building policy and advice and improved government and industry relationships.

Procurement Services

Procurement Services, delivered by the Queensland Government Chief Procurement Office (QGCPO), focuses on achieving cost savings and benefits through effective procurement policy and practice. The QGCPO provides a policy framework and is currently leading procurement reform through the implementation of the Service Delivery and Performance Commission's *Report on the Review of Purchasing and Logistics in the Queensland Government*.

Information and Communication Technology (ICT) Strategies

Information and Communication Technology (ICT) Strategies is delivered by several service areas within the ICT Division:

- the Telecommunications, Broadband and Digital Economy Coordination Office, which focuses on the strategic direction of radio and telecommunications for the State, the roll-out of broadband and the readiness of the State to participate in the broadband agenda, and the coordination of digital economy activities.
- the ICT Policy and Coordination Office, which focuses on high-level, whole-of-Government ICT policy and coordination. This office is responsible for the whole-of-Government enterprise architecture and for the management of the State's representation on national bodies, specific State-based coordination requirements and for whole-of-Government ICT strategy.
- the Public Sector ICT Development Office, which is responsible for coordinated liaison with agencies, understanding key agency ICT directions and linking agencies with like agendas and objectives. This office works with agencies to achieve the implementation of whole-of-Government ICT priorities and to provide the necessary assistance to encourage agencies to adopt the recommended policies and practices.

Public Records Management and Advisory Services

Queensland State Archives (QSA) is the lead agency for the management of the public records of Queensland through the application of the *Public Records Act 2002* and the accompanying recordkeeping policy framework. QSA is also the custodian of the largest and most significant documentary heritage collection in Queensland.

Access to Government Services and Information

Smart Service Queensland facilitates easier access to responsive government services and information and provides the primary point of contact for Queenslanders to access government services through multiple delivery channels. Smart Service Queensland's key objective is to deliver value for money by making government services more accessible, efficient and convenient to customers; and by minimising service delivery costs for agencies and government as a whole.

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services				
Building Procurement and Asset Management	2	207	210	212
Procurement Services	3	92	108	119
Information and Communication Technology (ICT) Strategies	4	78	101	98
Public Records Management and Advisory Services	5	59	59	61
Access to Government Services and Information	6	399	420	444
Total services		835	898	934
BUSINESS UNITS				
QBuild	7	2,700	2,800	2,780
Project Services	8	782	778	722
QFleet	9	121	125	125
CITEC	10	732	737	761
Goprint		60	61	61
SDS (Sales and Distribution Services)		129	129	129
Total business units		4,524	4,630	4,578
SHARED SERVICE INITIATIVE				
Shared Service Agency	11	1,534	1,450	1,370
CorpTech	12	390	425	412
Total shared service initiative		1,924	1,875	1,782
Corporate Services (Recovered from Services, Business Units and Department of Communities)	13	264	282	333
Total		7,547	7,685	7,627

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The overall increase in both the 2009-10 Estimated actual and the 2010-11 Estimate is due to additional temporary resources required for whole-of-Government program delivery initiatives.
3. The overall increase in both the 2009-10 Estimated actual and the 2010-11 Estimate is due to a restructure and additional temporary project resources within the Print Management Unit.
4. The overall increase in both the 2009-10 Estimated actual and the 2010-11 Estimate is due to staff required to support the National Broadband and Council of Australian Governments initiatives and to meet the Government's strategic Information Communication Technology (ICT) objectives and needs.
5. The increase in the 2010-11 Estimate is due to additional resources required for Digital Preservation initiatives.
6. The overall increase in both the 2009-10 Estimated actual and the 2010-11 Estimate is due to additional staff required to meet an increase in client servicing arrangements.
7. The overall increase in both the 2009-10 Estimated actual and the 2010-11 Estimate is due to increased volumes of work.
8. The reduction in both 2009-10 Estimated actual and the 2010-11 Estimate is due to a reduced program of work.
9. The overall increase in both the 2009-10 Estimated actual and the 2010-11 Estimate is due to the filling of vacant positions.
10. The overall increase in both the 2009-10 Estimated actual and the 2010-11 Estimate is due to additional resources required to support Data Centre, Network and Infrastructure Services at a whole-of-government level.
11. The overall reduction in both the 2009-10 Estimated actual and the 2010-11 Estimate is due to the transfer of ICT staff to the Corporate Services area, the cessation of some existing non-mandated services and ongoing systems and process reform improvements.
12. The overall increase in both the 2009-10 Estimated actual and the 2010-11 Estimate is due to additional temporary staff required for software development supporting the whole-of-government Corporate Solutions Program.
13. The overall increase in both the 2009-10 Estimated actual and the 2010-11 Estimate is due to the transfer of ICT staff from the Shared Service Agency, the conversion of agency staff to temporary employees and additional IT staff to support departmental business systems.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue ²			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Building Procurement and Asset Management	473,251	(17,547)	489,389	..	1,409
Procurement Services	25,151	12,301	12,850
Information and Communication Technology (ICT) Strategies	37,713	37,500	213
Public Records Management and Advisory Services	18,562	18,462	100
Access to Government Services and Information	56,619	43,060	13,559
Total	611,296	93,776	516,111	..	1,409

Notes:

1. Explanations of variances are provided in the "Departmental financial statements".
2. The total of the sources of revenue columns does not equal the "Total income" in the "Departmental financial statements" because transactions have been eliminated on consolidation in the "Departmental financial statements". In addition, there are corporate services provided to the Department of Communities, business units and shared service providers of the Department of Public Works and the revenues and costs associated with these services are not included in the above Services summary.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Building Procurement and Asset Management				
Manage government funded programs that focus on the built environment		Program of completed works on time, within budget and in accordance with agreed program outcomes	Program of completed works on time, within budget and in accordance with agreed program outcomes	Program of completed works on time, within budget and in accordance with agreed program outcomes
Whole-of-Government built environment information system availability		95%	95%	95%
Whole-of-department emergency/disaster and continuity management plans are reviewed and evaluated for their accuracy, operational adequacy and alignment to departmental policy relevant State-wide strategy and policy		Review of whole-of-department emergency/disaster and continuity management plans annually	Review of whole-of-department emergency/disaster and continuity management plans annually	Review of whole-of-department emergency/disaster and continuity management plans annually
Strategic projects facilitated within preset parameters focussing on time and budget		≥90%	100%	≥90%
Electricity consumption for office buildings greater than 9,000m ² (Net lettable area) in the owned office portfolio	1	≤265kWh/m ² /each year	250	≤250
Water use for owned office buildings between 9,000m ² and 18,000m ² (Net lettable area)	2,3	≤19.8kl/person/each year	11.5	≤15
Water use for owned office accommodation >18,000m ² (Net lettable area)	2	≤16 kl/person/each year	14.8	≤15
Reduction in CO ₂ emissions due to waste not going to landfill		≤425 tonnes	410	≥425
Return on investment for the commercial properties included in the office portfolio (inclusive of maintenance)		6.5%	6.5%	6.5%
Return on investment for the government employee housing portfolio (inclusive of maintenance)	4	2.2%	3.2%	2.2%

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Vacancy rate for the portfolio				
- Office		≤ 2.5%	2.3%	≤ 2.5%
- Housing		≤ 3.0%	3.0%	3.0%
Percentage of defaults by pre-qualified building industry contractors on government building projects		< 2%	<2%	≤ 2%
Average number of prequalified contractors registered on the Prequalification System available for selection by agencies	5,6	Not less than 350	898	Not less than 500
Average number of prequalified consultants registered on the Prequalification System available for selection by agencies	5,6	Not less than 280	524	Not less than 350
State contribution (\$000)	7,9,11	4,390	13,157	(17,547)
Other revenue (\$000)	10,12	468,710	464,349	490,798
Total cost (\$000)	8,13	473,100	477,506	473,251
Service: Procurement Services				
Savings and benefits delivered under existing and new arrangements to Government	14,15	\$71 million of savings and benefits per year by 30 June 2010	\$41 million of savings and benefits per year by 30 June 2010	\$75 million of savings and benefits per year by 30 June 2011
State contribution (\$000)	16	10,951	13,316	12,301
Other revenue (\$000)	18,20	6,374	6,740	12,850
Total cost (\$000)	17,19,21	17,325	20,056	25,151
Service: Information and Communication Technology (ICT) Strategies				
Percentage of targeted QGCIO products and services adopted by agencies	22	85% adoption averaged	>90% adoption	85% adoption averaged
ICT Industry Associations' satisfaction rating with QGCIO services and collaboration	23	>90%	>95%	>90%
Effective coordination of ICT Government Initiative activities across Government	24	Inter-program dependencies agreed, aligned and managed	Inter-program dependencies agreed, aligned and managed	Inter-program dependencies agreed, aligned and manage
State contribution (\$000)	25,26	36,030	29,786	37,500
Other revenue (\$000)		143	138	213
Total cost (\$000)	25,26	36,173	29,924	37,713

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Public Records Management and Advisory Services				
Number of Public Clients				
- Online		440,000	440,000	440,000
- Walk-in		6,700	6,600	6,800
		95%	95%	95%
Level of client satisfaction with QSA services				
State contribution (\$000)		18,938	18,185	18,462
Other revenue (\$000)		100	100	100
Total cost (\$000)		19,038	18,285	18,562

Service: Access to Government Services and Information

Volume of interactions with Smart Service Queensland service delivery channels				
- Telephone	27	3,150,000	3,200,000	3,200,000
- Online	28	2,300,000	1,935,000	2,000,000
- Face-to-face		230,000	285,000	300,000
Number of cards issued to eligible Queenslanders				
		40,000	40,000	40,000
Number of concession services provided for eligible Queenslanders				
	29	900,000	1,010,000	1,020,000
Level of customer satisfaction with the services delivered by Smart Service Queensland				
		80%	80%	80%
State contribution (\$000)	30,33,34	33,855	38,033	43,060
Other revenue (\$000)	31,35	13,559	16,545	13,559
Total cost (\$000)	32,33,36	47,414	54,578	56,619

Notes:

- The full effect of electricity-saving initiatives has resulted in a marked reduction in electricity usage.
- The full effect of water-saving initiatives has resulted in a marked reduction in water usage.
- The increase in the 2010-11 Target/estimate from the 2009-10 Estimated actual is due to the relaxation of water restrictions which is expected to increase usage.
- The increase in the 2009-10 Estimated actual from the 2009-10 Target/estimate is due to rent reviews that have increased income, while expenses have remained stable for 2009-10.
- The increase in the 2009-10 Estimated actual from the 2009-10 Target/estimate is principally due to industry response to the requirement that contractors and consultants be prequalified to be eligible to participate in the Building the Education Revolution (BER) element of the Australian Government's Nation Building – Economic Stimulus Plan (NB-ESP).
- The decrease from the 2009-10 Estimated actual to the 2010-11 Target/estimate is due to the expectation that government tender activity and the market generally will begin returning to normal levels prior to the BER, with the 2010-11 targets representing the minimum necessary to provide government with a competitive market for its program.
- The increase in the 2009-10 Estimated actual from the 2009-10 Target/estimate is principally due to:
 - additional funding required from the Consolidated Fund as a result of the retention of lower rent revenue from the relocation of government activities in government owned and leased buildings to support new service delivery objectives across government; and
 - funds deferred from 2008-09 to 2009-10 for various projects.
- These increases are partly offset by the deferral of funds from 2009-10 to 2010-11 for various projects.
- The increase in the 2009-10 Estimated actual from the 2009-10 Target/estimate is mainly due to carryover of funds from 2008-09 for continuing programs.
- The decrease from the 2009-10 Target/estimate to 2010-11 Target/estimate is mainly due to the finalisation of various projects and programs in 2009-10 and lower funding required from the Consolidated Fund as a result of additional rent revenue from new government owned office buildings.
- The increase from the 2009-10 Target/estimate to 2010-11 Target/estimate is mainly due to additional rent revenue from private sector leases and new government owned office buildings.

12. The decrease in the 2010-11 Target/estimate from the 2009-10 Estimated actual is mainly due to the finalisation of various projects and programs in 2009-10 and lower funding required from the Consolidated Fund as a result of additional rent revenue from private sector leases and new government owned office buildings.
13. The increase in the 2010-11 Target/estimate from the 2009-10 Estimated actual is mainly due to additional rent revenue from private sector leases and new government owned office buildings.
14. The decrease in the 2010-11 Target/estimate from the 2009-10 Estimated actual is mainly due to programmed completion of projects in 2009-10.
15. The reduction in savings/benefits from the 2009-10 Target/estimate to the 2009-10 Estimated actual primarily relates to a rationalisation of products and services and reduced demand/volume of purchases as a result of the amalgamation of government agencies under Machinery of Government changes. In addition, there has been a change in spend patterns across government for certain products. Longer than anticipated implementation timeframes due to the complexity of some new arrangements, including ICT contractors and consultants, non-ICT contractors and consultants and couriers and freight, have also contributed to the variance. In 2010-11, improved market conditions are expected to assist the delivery of savings and benefits.
16. The increase from the 2009-10 Estimated actual to a 2010-11 Target/estimate relates to the finalisation and implementation of new Standing Offer Arrangements, including ICT contractors and consultants, non-ICT contractors and consultants, and print management as well as changes to existing furniture arrangements, which are expected to result in increased savings.
17. The increase in the 2009-10 Estimated actual from the 2009-10 Target/estimate is mainly due to additional funding secured for the Travel Management System.
18. The increase in the 2009-10 Estimated actual from the 2009-10 Target/estimate is mainly due to additional funding secured for the Travel Management System and the Procurement Process Reform Initiative Project.
19. The increase from the 2009-10 Target/estimate to 2010-11 Target/estimate primarily relates to additional rebates from new whole-of-Government standing offer arrangements being implemented as part of the procurement reform agenda.
20. The increase from the 2009-10 Target/estimate to 2010-11 Target/estimate primarily relates to the new whole-of-Government standing offer arrangements being implemented as part of the procurement reform agenda, and funding approved towards the development of a whole-of-Government e-procurement system.
21. The increase in the 2010-11 Target/estimate from the 2009-10 Estimated actual primarily relates to additional rebates from new whole-of-Government standing offer arrangements being implemented as part of the procurement reform agenda.
22. The increase in the 2010-11 Target/estimate from the 2009-10 Estimated actual primarily relates to the new whole-of-Government standing offer arrangements being implemented as part of the procurement reform agenda, and funding approved towards the development of a whole-of-Government e-procurement system, which is partly offset by additional funding secured for the Travel Management System in 2009-10.
23. Targeted products for 2009-10 include the ICT Planning Methodology, IS2 Deliverables, Queensland Government Enterprise Architecture 2.0, Project and Program Management Maturity, and panel arrangements.
24. Satisfaction rating is based on an annual survey conducted with executive members of the ICT Industry Workgroup.
25. The ICT Government Initiative has been superseded by the *Queensland Government ICT Strategy – Toward Q2 through ICT*. The measure will be discontinued.
26. The decrease in the 2009-10 Estimated actual from the 2009-10 Target/estimate is mainly due to the transfer of the Technology Transformation Program to CITEC which is partly offset by funds approved for the whole-of-Government arrangement for the acquisition of core Microsoft products and support.
27. The increase in the 2010-11 Target/estimate from the 2009-10 Estimated actual primarily relates to the appropriation funding for the whole-of-Government Information and Communication Technology Investment Fund.
28. The reduction in Internet traffic received websites managed by Smart Service Queensland for the 2009-10 year primarily relates to a trend in the marketplace to use Google to access Queensland Government information and services instead of www.qld.gov.au. The Single Website Experience project is proactively addressing issues around search engine optimisation (Google and Funnelback), content quality and website organisation for the Queensland Government online presence.
29. In addition to the transactions performed by regional offices throughout Queensland comprising the Queensland Government Agent Program (QGAP), the opening of the Queensland Government Service Centre in the Brisbane CBD during October 2009 has increased the Smart Service Queensland overall face-to-face transaction total by an average of 5,000 transactions per month.
30. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate due to the escalating awareness of concessions schemes and the deteriorating economic environment in 2009-10, resulting in an increased number of people applying for the concessions. This measure is also reported in the 2010-11 Service Delivery Statement for the Department of Communities.
31. The increase from the 2009-10 Target/estimate to 2009-10 Estimated actual primarily relates to additional funding allocated for depreciation and rent supplementation, and carryover of funds for various projects from 2008-09 into 2009-10. This increase is offset by a deferral of funds from 2009-10 to 2010-11 mainly due to transition funding for approved projects for Smart Service Queensland.
32. The increase from the 2009-10 Target/estimate to 2009-10 Estimated actual is mainly due to higher volumes of services provided and contributions by the Department of Communities for the completion of the Redress Project and Seniors Card and Concession program.
33. The increase from the 2009-10 Target/estimate to 2009-10 Estimated actual is explained in Notes 30 and 31.
34. The increase from the 2009-10 Target/estimate to 2010-11 Target/estimate is mainly due to increased funding allocated for depreciation and ICT infrastructure, and funding approved for various funding proposals in 2010-11.
35. The increase in the 2010-11 Target/estimate from 2009-10 Estimated actual primarily relates to funding approved for various funding proposals in 2010-11.
36. The decrease in the 2010-11 Target/estimate from the 2009-10 Estimated actual is mainly due to the 2009-10 Estimated actual including one-off campaigns and disaster support services.
37. The increase in the 2010-11 Target/estimate from the 2009-10 Estimated actual is mainly due to funding approved for various funding proposals in 2010-11 and an additional allocation for depreciation funding partly offset by finalisation of the Redress Services project which will return to the Department of Communities in 2010-11 and one-off Seniors Card funding received from Department of Communities in 2009-10.

INCOME STATEMENT

Department of Public Works	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,9,14	104,164	112,477	93,776
User charges	2,10,15	506,013	500,432	546,815
Grants and other contributions	3,16	..	1,379	52
Other revenue	4,17	2,180	6,003	2,807
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		612,357	620,291	643,450
Expenses				
Employee expenses	5,11,18	104,222	107,970	119,593
Supplies and services		443,033	449,569	455,830
Grants and subsidies	6,19	3,906	3,078	4,284
Depreciation and amortisation		52,886	51,883	56,167
Finance/borrowing costs	7,12	7,066	6,123	5,771
Other expenses	8,13	1,244	1,668	1,805
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		612,357	620,291	643,450
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Department of Public Works	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	20,22,23	196,481	143,746	75,532
Equity adjustments (MoG transfers)	21,24	..	(11,100)	..
Total movement in equity for period		196,481	132,646	75,532

BALANCE SHEET

Department of Public Works	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	25,37	11,798	35,702	28,557
Receivables	26,38	40,607	46,062	47,072
Other financial assets	
Inventories	
Other	27,39	20,328	25,130	25,450
Non-financial assets held for sale	28,40	19,445	1,000	6,053
Total current assets		92,178	107,894	107,132
NON-CURRENT ASSETS				
Receivables		7,668	7,511	7,426
Other financial assets	
Property, plant and equipment	29,41,49	3,417,478	2,919,748	2,971,939
Intangibles	30,42	5,971	5,014	4,790
Other	
Total non-current assets		3,431,117	2,932,273	2,984,155
TOTAL ASSETS		3,523,295	3,040,167	3,091,287
CURRENT LIABILITIES				
Payables		39,676	40,260	40,853
Accrued employee benefits	31,43	2,081	3,458	3,795
Interest-bearing liabilities and derivatives	44,50	24,919	24,807	20,064
Provisions	
Other	32,45	786	1,367	1,617
Total current liabilities		67,462	69,892	66,329
NON-CURRENT LIABILITIES				
Payables		3,042	3,042	2,257
Accrued employee benefits	
Interest-bearing liabilities and derivatives	33,46,51	62,114	69,689	49,625
Provisions	
Other		208	177	177
Total non-current liabilities		65,364	72,908	52,059
TOTAL LIABILITIES		132,826	142,800	118,388
NET ASSETS/(LIABILITIES)		3,390,469	2,897,367	2,972,899
EQUITY				
Capital/contributed equity	34,52	1,102,037	1,055,523	1,131,055
Retained surplus/(accumulated deficit)	35,47	578,115	598,236	598,236
Reserves:				
- Asset revaluation reserve	36,48	1,710,317	1,243,608	1,243,608
- Other (specify)	
TOTAL EQUITY		3,390,469	2,897,367	2,972,899

CASH FLOW STATEMENT

Department of Public Works	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	53,60,67	104,164	120,070	93,776
User charges	54,61,68	521,275	507,069	567,320
Grants and other contributions		..	1,379	52
Other		4,680	8,503	5,307
Outflows:				
Employee costs	62,69	(104,222)	(106,809)	(119,013)
Supplies and services	55,63	(457,873)	(474,487)	(476,428)
Grants and subsidies		(4,400)	(3,733)	(5,009)
Borrowing costs		(7,066)	(6,123)	(5,771)
Other		(3,750)	(4,850)	(4,917)
Net cash provided by/(used in) operating activities		52,808	41,019	55,317
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	56,70	3,750	30,534	1,050
Investments redeemed	
Loans and advances redeemed		65	65	..
Outflows:				
Payments for property, plant and equipment and intangibles	57,64,71	(240,297)	(190,322)	(114,237)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(236,482)	(159,723)	(113,187)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	58,65,72	10,825	25,159	..
Equity injections	59,66,73	196,481	153,695	75,532
Outflows:				
Borrowing redemptions		(26,041)	(24,917)	(24,807)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		181,265	153,937	50,725
Net increase/(decrease) in cash held		(2,409)	35,233	(7,145)
Cash at the beginning of financial year		14,207	469	35,702
Cash transfers from restructure	
Cash at the end of financial year		11,798	35,702	28,557

ADMINISTERED INCOME STATEMENT

Department of Public Works	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	
Taxes, fees and fines	
Royalties, property income and other territorial Revenue	
Interest	
Administered revenue	74, 78, 82	67,815	70,983	42,953
Other	79,83	10,928	10,928	5,928
Total revenues		78,743	81,911	48,881
Expenses				
Supplies and services	75	17,932	28,883	27,591
Depreciation and amortisation	
Grants and subsidies	76, 80, 84	50,811	39,608	16,290
Benefit payments	
Borrowing costs	
Other	
Total expenses		68,743	68,491	43,881
Net surplus or deficit before transfers to Government	77,81,85	10,000	13,420	5,000
Transfers of administered revenue to Government		10,000	13,420	5,000
OPERATING SURPLUS/(DEFICIT)	

ADMINISTERED BALANCE SHEET

Department of Public Works	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	
Receivables	
Inventories	
Other	
Non-financial assets held for sale	
Total current assets	
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets	
TOTAL ADMINISTERED ASSETS	
CURRENT LIABILITIES				
Payables	
Transfers to Government payable	
Interest-bearing liabilities	
Other	
Total current liabilities	
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities	
Other	
Total non-current liabilities	
TOTAL ADMINISTERED LIABILITIES	
ADMINISTERED NET ASSETS/(LIABILITIES)	
EQUITY				
Capital/Contributed equity		33,095	33,095	33,095
Retained surplus/(Accumulated deficit)		(33,095)	(33,095)	(33,095)
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL ADMINISTERED EQUITY	

ADMINISTERED CASH FLOW STATEMENT

Department of Public Works	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	86,93,99	67,815	71,739	42,953
Grants and other contributions	87,100	..	32,492	..
Taxes, fees and fines	
Royalties, property income and other territorial revenues	
Other	94,101	10,928	11,196	5,928
Outflows:				
Transfers to Government	88,95,102	(10,000)	(49,236)	(5,000)
Grants and subsidies	89,96,103	(50,811)	(39,608)	(16,290)
Supplies and services	90,104	(17,932)	(35,743)	(27,591)
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities		..	(9,160)	..
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	91,97,105	13,126	40,422	34,553
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	92,98,106	(13,126)	(39,305)	(34,553)
Net cash provided by/(used in) financing activities		..	1,117	..
Net increase/(decrease) in cash held		..	(8,043)	..
Administered cash at beginning of financial year		..	8,043	..
Cash transfers from restructure	
Administered cash at end of financial year	

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The increase is mainly due to:
 - carryover of funding from 2008-09 for various programs;
 - additional funding for the whole-of-Government arrangement for the acquisition of core Microsoft products and support;
 - additional funding required from the Consolidated Fund as a result of the retention of lower rent revenue from the relocation of government activities in government owned and leased buildings to support new service delivery objectives across government; and
 - funds approved for various projects and initiatives during the 2009-10 financial year.This increase is partly offset by the transfer of funds for the Technology Transformation Program (TTP) to CITEC and the deferral of funds for various projects from 2009-10 to 2010-11.
2. The decrease is primarily due to relocation of government activities in government owned and leased buildings to support new service delivery objectives across government.
3. One-off funding provided for the finalisation of the Redress Services project which will return to the Department of Communities in 2010-11 and one-off Seniors Card funding.
4. The increase is principally due to:
 - the recoveries of building related services including tenant make good and mail screen and delivery recovery; and
 - once off recovery from Project Services for the SAP implementation project.
5. The increase is mainly due to temporary positions for project work within Information Services Directorate (ISD) and newly created positions.
6. The decrease is mainly due to the deferral of various grants including Royal Society for the Prevention of Cruelty to Animals (RSPCA) relocation and funding to Queensland Government Agent Program offices.
This is partly offset by a grant for the security audits in Indigenous communities to various departments and transfer of funding to Queensland University of Technology for the Old Government House refurbishment.
7. The decrease is mainly due to a lower than expected loan balance as a result of the deferral of new loans.
8. The increase mainly relates to revised QAO audit fees estimate for 2009-10 and an increase in the land tax bill for two private sector leases.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

9. The decrease is mainly due to:
 - the finalisation of various projects and programs in 2009-10; and
 - lower funding required from the Consolidated Fund mainly as a result of additional rent revenue from new government owned office buildings.This is partly offset by additional funding for the whole-of-Government arrangement for the acquisition of core Microsoft products and support, funds approved for various projects and initiatives in 2010-11 and deferral of funds into 2010-11.
10. The increase is primarily due to:
 - additional rent revenue from private sector leases and new government owned office buildings;
 - recovery of additional third party costs from clients, together with the transfer of functions to ISD from Shared Service Agency (SSA) and additional IT resource requirements for QBuild; and
 - additional supplier rebates from the whole-of-government rebate arrangements.
11. The increase is mainly due to:
 - transfer of functions to ISD from SSA and additional IT resource requirements for QBuild;
 - additional staff for the restructure of Queensland Government Chief Procurement Office (QGCPO);
 - additional staff for the growth in Smart Service Queensland contact centres; and
 - an enterprise bargaining pay increase of 4% effective from 1 August 2010.
12. The decrease is mainly due to a lower interest expense as a result of a decreased loan liability.
13. The increase mainly relates to revised QAO audit fees estimate for 2010-11 as a result of increased audit activity from cross sector audits and an increase in land tax for two private sector leases.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

14. The decrease is mainly due to:
 - the finalisation of various projects and programs in 2009-10; and
 - lower funding required from the Consolidated Fund mainly as a result of additional rent revenue from private sector leases and new government owned office buildings.This decrease is partly offset by the deferral of funds into 2010-11 and funds approved for various projects and initiatives in 2010-11.
15. The increase is primarily due to:
 - additional rent revenue from private sector leases and new government owned office buildings;
 - transfer of functions to ISD from SSA and additional IT resource requirements for QBuild; and
 - additional supplier rebates from the whole-of-Government rebate arrangements.
16. The 2009-10 Estimated actual relates to a one-off funding provided for the finalisation of the Redress Services project which will return to the Department of Communities in 2010-11 and one-off Seniors Card funding. The 2010-11 Estimate is a contribution from Arts Queensland for artwork to be purchased for the Kangaroo Point Parklands.
17. The decrease is mainly due to:
 - a once off contribution relating to the SAP implementation from Project Services in 2009-10; and
 - Tenant Make Good income received in 2009-10 but not budgeted in 2010-11 due to the unpredictability of this activity.
18. The increase is mainly due to:
 - transfer of functions to ISD from SSA and additional IT resource requirements for QBuild;
 - additional staff for the restructure of the QGCPO;
 - additional staff for the growth in Smart Service Queensland contact centres; and
 - an enterprise bargaining pay increase of 4% effective from 1 August 2010.

19. The increase is mainly due to the deferral of the RSPCA grant and the Queensland Government Agent Program subsidy to 2010-11. This is offset by grant payments in 2009-10 for the security audit in Indigenous communities to various departments and transfer of funding to Queensland University of Technology for the Old Government House refurbishment.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

20. The decrease is mainly due to the deferral of funds for the Maroochydore and Thursday Island government office buildings, and the Boggo Road Brisbane redevelopment.
21. The decrease is due to the transfer of land at Kangaroo Point Brisbane to the Department of Environment and Resource Management, and a once off transfer of fitout costs to the government tenants occupying premises at 53 Albert Street Brisbane for nil consideration.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

22. The decrease is mainly due to projects nearing completion in 2010-11 including Cairns, Maroochydore and Thursday Island government office buildings, the Joint Contact Centre at Zillmere Brisbane, the Boggo Road Brisbane redevelopment, and the completion of the 63 George Street Brisbane Refurbishment in 2009-10.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

23. The decrease is mainly due to projects near completion in 2010-11 including Cairns government office building, Joint Contact Centre at Zillmere Brisbane, the Boggo Road Brisbane redevelopment and the completion of the 63 George Street Brisbane refurbishment in 2009-10.
24. The increase is due to the transfer of land at Kangaroo Point Brisbane to the Department of Environment and Resource Management and a once off transfer of the fitout costs to various agencies occupying premises at 53 Albert Street Brisbane both occurring in 2009-10.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

25. The increase is mainly due to additional asset sales including proceeds from the sale of the Yungaba site, Kangaroo Point Brisbane.
26. The increase primarily relates to the receivable raised for the construction of a new multicultural centre.
27. The increase is principally due to higher prepayments as a result of an increase in building outgoings.
28. The decrease is mainly due to the sale of the Yungaba site, Kangaroo Point Brisbane and the re-classification of properties back into the property plant and equipment category.
29. The decrease is primarily due to:
 - devaluation of land and buildings as at the end of June 2009; and
 - deferral of funding for various capital projects into 2010-11 including Maroochydore and Thursday Island government office buildings and the Boggo Road Brisbane redevelopment.
30. The decrease is mainly due to the transfer of GovNet capital funding to CITEC and carryover of former Queensland Government Chief Information Office (QGClO) capital funding into 2010-11. This is partly offset by a carryover adjustment from 2008-09.
31. The increase is due to the rollover of opening balance adjustments from the finalisation of accounts in the 2008-09 financial year.
32. The increase is due to the rollover of opening balance adjustments from the finalisation of accounts in the 2008-09 financial year.
33. The increase is due to the deferral of the drawdown of loans from 2008-09 for loans relating to the improvement of energy efficiency in government buildings and loans drawdown for various properties constructed in previous years.
34. The decrease is mainly due to the deferral of funds for the Maroochydore and Thursday Island government office buildings, and the Boggo Road Brisbane redevelopment.
35. The increase is primarily due to the opening balance adjustment for the profit attained in 2008-09 for the take up of land at Albert Park for a non-cash consideration from the Brisbane City Council.
36. The decrease is due to the devaluation of land and buildings at the end of June 2009.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

37. The increase is mainly due to cash received from asset sales.
38. The increase primarily relates to the receivable raised for the construction of a new multicultural centre.
39. The increase is principally due to higher prepayments as a result of an increase in building outgoings.
40. The decrease is mainly due to the sale of the Yungaba site, Kangaroo Point Brisbane and the re-classification of properties back into the property plant and equipment category.
This decrease is partly offset by additional assets held for sale in 2010-11.
41. The decrease is primarily due to the devaluation of land and buildings at the end of June 2009.
42. The decrease is mainly due to the transfer of GovNet capital funding to CITEC.
43. The increase is due to the rollover of opening balance adjustments from the finalisation of accounts in the 2008-09 financial year.
44. The decrease is mainly due to the loan repayments.
45. The increase is due to the rollover of opening balance adjustments from the finalisation of accounts in the 2008-09 financial year.
46. The decrease is due to the overall reduction on the outstanding loans.
47. The increase is primarily due to the opening balance adjustment for the profit attained in 2008-09 for the take up of land at Albert Park for a non-cash consideration from the Brisbane City Council.
48. The decrease is due to the devaluation of land and buildings at the end of June 2009.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

49. The increase is mainly due to the deferral of capital acquisitions from 2009-10 to 2010-11.
50. The decrease is mainly due to the loan repayments.

51. The decrease is due to the overall reduction on the outstanding loans.
52. The increase is mainly due to the continued construction of Maroochydore, Cairns and Thursday Island government office buildings and the Boggo Road Brisbane redevelopment.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

53. The increase is mainly due to:
- the receipt of funds relating to invoices accrued as at 30 June 2009;
 - carryover of funding from 2008-09 for various programs;
 - additional funding for the whole-of-Government arrangement for the acquisition of core Microsoft products and support;
 - additional funding required from the Consolidated Fund as a result of the retention of lower rent revenue from the relocation of government activities in government owned and leased buildings to support new service delivery objectives across government; and
 - funds approved for various projects and initiatives during the 2009-10 financial year.
- This increase is partly offset by the transfer of funds for the TTP to CITEC and the deferral of funds for various projects from 2009-10 to 2010-11.
54. The decrease is primarily due to relocation of government activities in government owned and leased buildings to support new service delivery objectives across government.
55. The increase is mainly due to the:
- payment of invoices accrued as at 30 June 2009; and
 - carryover of funds from 2008-09 for continuing programs.
56. The increase is mainly due to the additional asset sales for Yungaba site, Kangaroo Point Brisbane, 131 Colchester St, South Brisbane and 36 Shields St, Cairns.
57. The decrease is mainly due to the deferral of funding for various projects into 2010-11 including Maroochydore and Thursday Island government office buildings and the Boggo Road Brisbane redevelopment.
58. The increase is principally due to the deferral of the drawdown of loans from 2008-09 for loans relating to the improvement of energy efficiency in government buildings and loans drawdown for various properties constructed in previous years.
59. The decrease is mainly due to the deferral of funding for various projects into 2010-11 including Maroochydore and Thursday Island government office buildings and the Boggo Road Brisbane redevelopment.
- These decreases are partly offset by the receipt of appropriation from the Consolidated Fund relating to invoices accrued as at 30 June 2009.

Major variations between 2009-10 Budget and the 2010-11 Estimate include:

60. The decrease is mainly due to:
- the finalisation of various projects and programs in 2009-10; and
 - lower funding required from the Consolidated Fund mainly as a result of additional rent revenue from new government owned office buildings.
- This is partly offset by additional funding for the whole-of-Government arrangement for the acquisition of core Microsoft products and support, funds approved for various projects and initiatives in 2010-11 and deferral of funds into 2010-11.
61. The increase is primarily due to:
- additional rent revenue from private sector leases and new government owned office buildings;
 - recovery of additional third party costs from clients, together with the transfer of functions to ISD from SSA and additional IT resource requirements for QBuild; and
 - additional supplier rebates from the whole-of-Government rebate arrangements.
62. The increase is mainly due to:
- transfer of functions to ISD from SSA and additional IT resource requirements for QBuild;
 - additional staff for the restructure of Queensland Government Chief Procurement Office;
 - additional staff for the growth in Smart Service Queensland contact centres; and
 - an enterprise bargaining pay increase of 4% effective from 1 August 2010.
63. The increase is mainly due to funds approved for various projects and initiatives in 2010-11.
64. The decrease is mainly due to projects nearing completion in 2010-11 including Cairns, Maroochydore and Thursday Island government office buildings, the Joint Contact Centre at Zillmere Brisbane, the Boggo Road Brisbane redevelopment, and the completion of 63 George Street Brisbane Refurbishment in 2009-10.
65. There were no drawdowns in 2010-11 as there is no expected capital expenditure in 2010-11 funded by borrowings.
66. The decrease is mainly due to projects nearing completion in 2010-11 including Cairns, Maroochydore and Thursday Island government office buildings, the Joint Contact Centre at Zillmere Brisbane, the Boggo Road Brisbane redevelopment, and the completion of 63 George Street Brisbane refurbishment in 2009-10.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

67. The decrease is mainly due to:
- the finalisation of various projects and programs in 2009-10; and
 - lower funding required from the Consolidated Fund mainly as a result of additional rent revenue from private sector leases and new government owned office buildings.
- This decrease is partly offset by the deferral of funds into 2010-11 and funds approved for various projects and initiatives in 2010-11.
68. The increase is primarily due to:
- additional rent revenue from private sector leases and new government owned office buildings;
 - recovery of additional third party costs from clients, together with the transfer of functions to ISD from SSA and additional IT resource requirements for QBuild; and
 - additional supplier rebates from the whole-of-Government rebate arrangements.
69. The increase is mainly due to:
- transfer of functions to ISD from SSA and additional IT resource requirements for QBuild;
 - additional staff for the restructure of Queensland Government Chief Procurement Office;
 - additional staff for the growth in Smart Service Queensland contact centres; and
 - an enterprise bargaining pay increase of 4% effective from 1 August 2010.
- The decrease is mainly due to the 2009-10 Estimated actual includes the sale of the Yungaba site Kangaroo Point Brisbane, 131 Colchester St, South Brisbane and 36 Shields St, Cairns and a lower number of government employee housing disposals in 2010-11.

70. The decrease is mainly due to projects near completion in 2010-11 including Cairns government office building, Joint Contact Centre at Zillmere Brisbane, the Boggo Road Brisbane redevelopment and the completion of 63 George Street Brisbane refurbishment in 2009-10.
71. There were no drawdowns in 2010-11 as there is no expected capital expenditure in 2010-11 funded by borrowings.
72. The decrease is mainly due to projects near completion in 2010-11 including Cairns government office building, Joint Contact Centre at Zillmere Brisbane, the Boggo Road Brisbane redevelopment and the completion of 63 George Street Brisbane refurbishment in 2009-10.

Administered income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

73. The increase is mainly due to:
 - carryover of funds from 2008-09 for CorpTech;
 - funding for the TTP transferred to CITEC;
 - funding for Natural Disaster Relief Assistance (NDRA) claims for various storms throughout Queensland; and
 - rent supplementation for the business units and shared service providers.
 These increases are offset by the receipt from CorpTech for grant funds which were returned to the Consolidated Fund and deferral of CorpTech funding to 2011-12 for the Corporate Solutions Program (CSP).
74. The increase is mainly due to:
 - funding for the TTP transferred to CITEC;
 - funding for NDRA claims for various storms throughout Queensland; and
 - rent supplementation for the business units and shared service providers.
75. The decrease is mainly due to the deferral of grant funding to 2011-12 relating to CorpTech for the CSP. These decreases are partly offset by carryover of funds from 2008-09 for CorpTech.
76. The increase relates to the payment of funds for SSA grant funding to the Consolidated Fund.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

77. The decrease is mainly due to:
 - lower CorpTech grant funding in 2010-11; and
 - deferral of funding from 2009-10 to 2010-11 for Information and Communication Technology Consolidation (ICTC - previously called TTP).
 These decreases are offset by rent supplementation funding for the business units and shared service providers.
78. The decrease is due to the timing of receipts relating to the whole-of-Government telecommunication and ICT arrangements.
79. The decrease is principally due to lower CorpTech grant funding in 2010-11.
80. The decrease is due to the timing of receipts relating to the whole-of-Government telecommunication and ICT arrangements.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

81. The decrease is mainly due to lower CorpTech grant funding.
82. The decrease is due to the timing of receipts relating to the whole-of-Government telecommunication and ICT arrangements.
83. The decrease is mainly due to lower CorpTech grant funding.
84. The decrease is due to timing of payments to the Consolidated Fund relating to the whole-of-Government telecommunication and ICT arrangements and no payment for SSA grant funding in 2010-11.

Administered cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

85. The increase is mainly due to:
 - carryover of funds from 2008-09 for CorpTech;
 - funding for the TTP transferred to CITEC;
 - funding for NDRA claims for various storms throughout Queensland; and
 - rent supplementation for the business units and shared service providers.
 These increases are offset by the remittance of CorpTech grant funds to the Consolidated Fund and deferral of CorpTech funding to 2011-12 for the CSP.
86. The increase relates to carryover funding from 2008-09 for grants received from CorpTech which was paid to the Consolidated Fund.
87. The increase primarily relates to the payment of funds for CorpTech grants to the Consolidated Fund.
88. The decrease is mainly due to the deferral of grant funding to 2011-12 relating to CorpTech for the CSP. These decreases are partly offset by carryover of funds from 2008-09 for CorpTech.
89. The increase is mainly due to:
 - funding for the TTP transferred to CITEC;
 - funding for NDRA claims for various storms throughout Queensland; and
 - rent supplementation for the business units and shared service providers.
90. The increase mainly relates to equity funding received from the Consolidated Fund to support CITEC's operations in transitioning to a whole-of-Government services provider and for CorpTech as a result of the equity to output swap no longer required.
91. The increase mainly relates to equity funding repaid to CorpTech as a result of the equity to output swap no longer required.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

92. The decrease is mainly due to:
 - lower CorpTech grant funding in 2010-11; and
 - deferral of funding from 2009-10 to 2010-11 for ICTC;These decreases are offset by rent supplementation funding for the business units and shared service providers.
93. The decrease is due to the timing of receipts relating to the whole-of-Government telecommunication and ICT arrangements.
94. The decrease is due to the timing of receipts relating to the whole-of-Government telecommunication and ICT arrangements.
95. The decrease is principally due to lower CorpTech grant funding in 2010-11.
96. The increase mainly relates to a receipt from CorpTech for the re-commencement of a depreciation funding withdrawal which is to be returned to the Consolidated Fund.
97. The increase mainly relates to a payment to the Consolidated Fund for the re-commencement of a depreciation funding withdrawal for CorpTech.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

98. The decrease is mainly due to lower CorpTech grant funding.
99. The 2009-10 amount relates to the carryover funding from 2008-09 received from CorpTech for grants which was paid to the Consolidated Fund in 2009-10.
100. The decrease mainly relates to the timing of receipts relating to the whole-of-Government telecommunications and ICT arrangements.
101. The decrease primarily relates to a one-off payment of funds to the Consolidated Fund in relation to CorpTech grant funding in 2009-10 and the timing of payments for the whole-of-government telecommunications and ICT arrangements.
102. The decrease is mainly due to lower CorpTech grant funding.
103. The decrease is mainly due to a 2008-09 administered payable paid in 2009-10 primarily relating to CorpTech and SSA.
104. The equity injection for 2009-10 Estimated actual is provided mainly to support CITEC's operations in transitioning to a whole-of-Government services provider and for an equity to output swap for CorpTech which did not proceed. The 2010-11 Estimate mainly relates to a receipt from CorpTech for depreciation funding to be returned to the Consolidated Fund and debt service payments received from the Consolidated Fund to be paid to CITEC associated with ICTC projects, as well as carryover of funding for GovNet.
105. The equity withdrawal for 2009-10 Estimated actual mainly relates to an equity injection to CITEC to support the business unit's operations in transitioning to a whole-of-Government services provider and an equity to output swap for CorpTech which did not proceed. The 2010-11 Estimate mainly relates to payments to the Consolidated Fund for depreciation funding from CorpTech and debt service payments paid to CITEC associated with ICTC projects, as well as carryover of funding for GovNet.

Commercialised Business Units

QBuild

OVERVIEW

QBuild is responsible for delivering building maintenance and construction services to government agencies. It also provides a response to protect and maintain government infrastructure assets in the event of natural disasters and major incidents and provides other services in the areas of building security, cleaning, horticulture, and the management of Brisbane's Roma Street Parkland. QBuild employs approximately 390 apprentices and trainees at any one time with an annual intake of 100 State-wide. A Community Service Obligation of \$8.7 million is allocated in support of this initiative.

Key factors and challenges impacting on QBuild include:

- upskilling QBuild and industry contract staff on safe work methods for handling or working with asbestos products
- developing workforce capacity and an effective supply chain in the far north of Queensland to deliver client expectations in Indigenous communities
- maximising investment in the new enterprise system Ellipse to achieve business efficiencies while providing timely and accurate reporting.

REVIEW OF PERFORMANCE

Recent achievements

QBuild's recent achievements include:

- delivering security works for employee housing to the value of \$1.7 million in Indigenous communities
- delivering \$459 million of client maintenance programs including:
 - the Government agency annual maintenance programs;
 - the Housing Improvement Program in Indigenous communities for the Department of Communities;
 - the maintenance and upgrade component of the Nation Building – Economic Stimulus Plan; and
 - the State Schools of Tomorrow Program for the Department of Education and Training.
- delivering a number of projects including the:
 - Inala Urban Renewal program;
 - Southport Fire Station Refurbishment for the Department of Community Safety;
 - Boonah 'the Outlook' New Accommodation Block for the Department of Communities;
 - rectification works to the Administration Block at Mount Gravatt High School for the Department of Education and Training following major fire damage;
 - Byfield State Forest Ranger's office building for the Department of Environment and Resource Management;
 - reconstruction of a 13-metre high timber windmill at the Southern Queensland Institute of TAFE in Toowoomba for the Q150 celebrations;
 - multi-unit upgrades for the Department of Communities – Housing and Homelessness in Caloundra, Maroochydore and Buderim; and

- Turner Street, Scarborough construction of eight two-bedroom units with all ground floor accommodation adaptable to suit people with a disability.
- assisting with the clean-up, re-building and recovery activities of flood damaged regions throughout Queensland
- introducing a comprehensive new enterprise system Ellipse, which enables QBuild to streamline business processes and enhance service delivery
- supporting the Government's *Toward Q2: Tomorrow's Queensland* – delivering world-class education and training under the 'Smart' initiative by continuing to employ 100 new apprentices each year. Currently, 390 apprentices and trainees are employed including 61 Indigenous apprentices/trainees and 18 female apprentices and trainees. Since October 1998, a total of 1,339 apprentices and trainees have been employed by QBuild in the apprentice program
- focusing on improved technical capability to support QBuild's delivery of government environmental and safety initiatives
- managing Roma Street Parkland, which attracts approximately 650,000 visitors a year.

Future developments

In the future, QBuild will:

- continue to deliver Government agency annual maintenance programs
- continue to improve delivery of services to the Department of Education and Training, and to the Department of Communities' housing programs
- work collaboratively with other agencies to meet clients and Indigenous community expectations in the delivery of the remote Indigenous housing and homelessness upgrade program
- undertake maintenance works to all government-owned employee housing across the State
- continue to improve technical capabilities to support QBuild's delivery of Government environmental and safety initiatives with a particular focus on asbestos awareness, management and training for contractors
- continue to develop and implement a safety culture within QBuild and the Queensland Building Industry. Accreditation through the Australian Quality Training Framework is being sought for the recently developed structured training program, which focuses on demonstrating safe methods for working with or removing asbestos containing material
- develop workforce capability and an effective supply chain to ensure timely delivery of programs within regional and remote centres particularly in the far north of Queensland
- continue to streamline QBuild's supply chain management within the Ellipse business system to realise business efficiencies.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Financial performance measures				
Gross Profit as a % of Sales	1	11.19%	12.70%	11.69%
Current ratio		1.32:1	1.30:1	1.31:1
Net Profit as a % of Sales	2,3	0.71%	0.58%	0.59%
Non-financial performance measures				
Certification of Quality Assurance and Environmental Systems		Certification maintained	Certification maintained	Certification maintained
Project Competency – Workplace Health and Safety Certification under AS48001		Certification maintained	Certification maintained	Certification maintained
Workplace Health and Safety – Working days lost		1,459	1,458	1,459
Percentage of apprentices indentured outside the metropolitan region	4	≥ 65%	72%	≥ 65%
Percentage of apprentices successfully complete training	5	≥ 80%	80%	80%
Percentage of female participation in annual apprentice program		≥ 8%	8%	≥ 8%

Notes:

1. The increase in the 2009-10 Estimated actual from the 2009-10 Target/estimate is mainly due to the effect of cost reclassifications and anticipated efficiencies in service delivery.
2. The decrease in 2009-10 Estimated actual from the 2009-10 Target/estimate is due to increases in some supplies and services costs.
3. The increase in the 2010-11 Target/estimate from the 2009-10 Estimated actual is due to the higher volume of anticipated work.
4. Percentage of apprentices indentured outside the metropolitan region is given as part of the 2010 apprentice intake and includes 27% Indigenous apprentices from a 15% target, due to an anticipated increase in construction projects in regional centres. Placements where English is a second language was 9% from a 2% target.
5. Percentage of apprentices successfully completing training given as part of the 2006 apprentice intake.

INCOME STATEMENT

QBuild	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,5	731,279	798,333	833,738
Grants and other contributions		8,793	8,886	8,945
Other revenue		975	1,432	1,061
Gains on sale/revaluation of property, plant and equipment and investments		..	5	13
Total income		741,047	808,656	843,757
Expenses				
Employee expenses	6,9	201,300	207,765	233,389
Supplies and services	2,7	528,196	590,755	599,652
Grants and subsidies	
Depreciation and amortisation	3,8,10	4,707	2,340	3,463
Finance/borrowing costs		333	1,623	768
Other expenses		1,347	1,582	1,538
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		735,883	804,065	838,810
Surplus or deficit before related income tax		5,164	4,591	4,947
Income tax expense/revenue	4	1,552	1,166	1,235
OPERATING SURPLUS/(DEFICIT) after related income tax		3,612	3,425	3,712

STATEMENT OF CHANGES IN EQUITY

QBuild	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		3,612	3,425	3,712
Total recognised income and expense for the period		3,612	3,425	3,712
Equity injection/(withdrawal)				
Equity adjustments (MoG transfers)				
Dividends paid or provided		(1,806)	(1,712)	(1,856)
Total movement in equity for period		1,806	1,713	1,856

BALANCE SHEET

QBuild	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	11,19	31,649	54,170	52,862
Receivables		114,661	111,781	116,682
Other financial assets	
Inventories	12,20	18,341	24,503	25,259
Other	21	1,051	2,822	2,444
Non-financial assets held for sale	
Total current assets		165,702	193,276	197,247
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	13	4,318	3,014	4,016
Deferred tax assets	14,25	7,210	4,232	4,914
Intangibles	26	24,024	25,309	22,627
Other	
Total non-current assets		35,552	32,555	31,557
TOTAL ASSETS		201,254	225,831	228,804
CURRENT LIABILITIES				
Payables	22	74,900	86,207	85,180
Interest-bearing liabilities and derivatives		2,234	2,750	2,925
Current tax liabilities	15	1,995
Accrued employee benefits	16	3,279	4,643	5,154
Provisions	
Other	17,23	43,165	54,774	57,198
Total current liabilities		125,573	148,374	150,457
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities and derivatives	27	4,721	4,241	1,358
Deferred tax liabilities	18,24,28	76	1,765	3,682
Accrued employee benefits	
Provisions	
Other		38
Total non-current liabilities		4,835	6,006	5,040
TOTAL LIABILITIES		130,408	154,380	155,497
NET ASSETS/(LIABILITIES)		70,846	71,451	73,307
EQUITY				
Capital/contributed equity		20,900	20,900	20,900
Retained surplus/(accumulated deficit)		49,946	50,551	52,407
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		70,846	71,451	73,307

CASH FLOW STATEMENT

QBuild	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	29,34	773,371	843,523	878,064
Grants and other contributions		8,793	8,886	8,945
Other	30,35	56,094	62,333	60,826
Outflows:				
Employee costs	31,36	(200,879)	(211,855)	(232,879)
Supplies and services	32,37	(585,310)	(652,283)	(661,242)
Grants and subsidies	
Borrowing costs	33	(333)	(1,623)	(768)
Taxation equivalents paid	
Other	38	(42,683)	(46,205)	(48,063)
Net cash provided by/(used in) operating activities		9,053	2,776	4,883
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		..	5	13
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	39,40	(9,345)	(9,237)	(1,783)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(9,345)	(9,232)	(1,770)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Dividends paid		(2,758)	(3,457)	(1,712)
Borrowing redemptions		(2,455)	(2,548)	(2,709)
Finance lease payments	
Equity withdrawals`	
Net cash provided by/(used in) financing activities		(5,213)	(6,005)	(4,421)
Net increase/(decrease) in cash held		(5,505)	(12,461)	(1,308)
Cash at the beginning of financial year		37,154	66,631	54,170
Cash transfers from restructure	
Cash at the end of financial year		31,649	54,170	52,862

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The increase is due to additional work from various Australian Government and State Government initiatives.
2. The increase is due to higher subcontractor costs resulting from new programs of work.
3. The decrease is a consequence of a review of expected useful life of the new business system resulting in lower amortisation costs.
4. The decrease is due to a lower income tax expense as a percentage of operating surplus as a consequence of reduced capital depreciation and amortisation costs.

Major variances between 2009-10 Budget and 2010-11 Estimate include:

5. The increase is due to additional volumes of work emanating from Australian Government and State Government initiatives.
6. The increase is due to the additional volumes of work emanating from various Australian Government and State Government initiatives.
7. The increase is due to additional subcontractor costs as a consequence of the increased volumes of work.
8. The decrease is a consequence of a review of the expected useful life of the new business system resulting in lower amortisation costs.

Major variances between 2009-10 Estimated actual and the 2010-11 Estimate include:

9. The increase reflects additional volumes of work under various Australian Government and State Government initiatives and agreed upon enterprise bargaining arrangements.
10. The increase reflects a full year of amortisation of the new business system.

Balance sheet

Major variances between 2009-10 Budget and 2009-10 Estimated actual include:

11. The cash balances have increased in line with additional volumes of work.
12. The increase relates to higher work in progress on construction works.
13. The decrease is due to lower opening balance due to fewer acquisitions than originally budgeted in prior year.
14. The decrease is due to tax effect of recognition of new business system as an intangible asset.
15. The decrease is due to tax effects of Annual Leave Central Scheme.
16. The increase is due to a higher than anticipated level of leave liability following implementation of the Annual Leave Central Scheme.
17. The increase reflects the effect of unearned revenue due to additional volume of work.
18. The increase due to tax effect of recognition of new business system as an intangible asset.

Major variances between 2009-10 Budget and 2010-11 Estimate include:

19. Cash balances have increased in line with additional volumes of work.
20. The increase relates to higher work in progress on construction works.
21. The increase reflects prepayment on maintenance agreements for software support.
22. The increase reflects trade payables in line with increased volume of work.
23. The increase reflects effect of unearned revenue due to additional volume of work.
24. The increase is due to tax effect of recognition of new business system as an intangible asset.

Major variances between 2009-10 Estimated actual and the 2010-11 Estimate include:

25. The increase is due to tax effect of recognition of new business system as an intangible asset.
26. The decrease reflects full year of amortisation of new business system.
27. The decrease reflects the reduction in borrowing following a further year repayment of a five year business system replacement loan.
28. The increase is due to tax effect of recognition of new business system as an intangible asset.

Cash flow statement

Major variances between 2009-10 Budget and 2009-10 Estimated actual include:

29. The increase reflects additional work from various Australian Government and State Government initiatives.
30. The increase reflects higher GST input tax due to changes in services delivered within GST-grouped entities.
31. The increase reflects higher labour costs and Annual Leave Central Scheme outflows.
32. The increase reflects higher cost of subcontractors in line with increased volume of work.
33. The increase reflects working capital arrangements during the financial year.

Major variances between 2009-10 Budget and 2010-11 Estimate include:

34. The increase reflects additional work from various Australian Government and State Government initiatives.
35. The increase reflects GST input tax due to changes in services delivered within GST-grouped entities.
36. The increase reflects higher labour costs and Annual Leave Central Scheme outflows.
37. The increase reflects higher cost of subcontractors in line with increased volume of work.
38. The increase reflects other direct costs in line with increased volume of work.
39. The decrease reflects the capitalisation of the new business system during 2009-10.

Major variances between 2009-10 Estimated actual and the 2010-11 Estimate include:

40. The decrease reflects the capitalisation of the new business system in 2009-10.

Project Services

OVERVIEW

Project Services provides building and property consultancy services to the Government. Project Services assists its clients in the delivery of building programs and projects within the Government's capital works framework, minimising risk and assisting in meeting the reporting obligations of the Government.

Project Services provides a complete range of consultancy services to its clients, including:

- program, project, procurement and risk management
- professional building design (architecture, landscape architecture, interior design, engineering – civil, structural, mechanical, electrical, environmental, fire and specialist)
- quantity surveying, superintendency, contract management and administration, building surveying, property and corporate real estate services and town planning.

The key factors and challenges impacting on Project Services include:

- delivering Project Services' commitment to the Nation Building – Economic Stimulus Plan (NB-ESP), including the Department of Communities' Social Housing Initiative
- extending the use of Building Information Modelling technologies in the design and construction of public buildings
- supporting clients in implementing government policy by investing in higher levels of environmental sustainability in their building projects
- sustaining a role as the building procurement and risk manager for government
- attracting, developing and retaining a skilled workforce, and responding to an ageing staff profile
- retaining appropriate market share with a capital works program which is forecast to reduce, impacting upon both the private and public sectors' work levels.

REVIEW OF PERFORMANCE

Recent achievements

As part of the Government's building capital works program, Project Services delivered a diverse range of projects throughout the State in 2009-10 including the:

- Joint Contact Centre at Zillmere, Brisbane which achieved a 6-star green star rating, signifying World Leadership status. The project received the highest Green Star rating ever received for an office building in Australia
- Kangaroo Point Park, which transformed the former Kangaroo Point TAFE site into a public space
- Coomera Police District Headquarters, accommodating more than 160 police officers across specialist units including forensic crash, traffic, criminal investigation, child protection, dog squad as well as a vehicle examination bay
- Townsville Hospital Expansion, where, as part of Stage 1, a 17-bed medical inpatient unit opened in July 2009 and a 13-bed Acute Elder Care Assessment Unit opened in August 2009
- Palm Island CBD Master Plan, which was developed in collaboration with Indigenous Business Australia and the Palm Island Aboriginal Shire Council. The Master Plan aims to formally define the land use relationships within the central business district on Palm Island for future development.

Future developments

Project Services will continue to deliver significant building capital works projects and programs on behalf of the Government including:

- the AFL stadium at Carrara on the Gold Coast (a 23,000-seat stadium capable of accommodating international standard sporting events)
- the 19-storey Supreme Court and District Court complex in the Brisbane central business district
- government office buildings at Maroochydore, Thursday Island and Cairns
- an Ecosciences Precinct at Boggo Road, Brisbane (Australia's first science "centre of excellence" supporting innovative research into climate change, healthy environment, balanced growth, sustainable industries and mineral and petroleum resources)
- new major State hospitals including the Gold Coast University Hospital and Queensland Children's Hospital, and redevelopment of hospitals at Robina, Cairns, Townsville, Mackay and Rockhampton
- procurement management of new major State hospitals including the Gold Coast University Hospital and Queensland Children's Hospital, and the redevelopment of hospitals at Robina, Cairns, Townsville, Mackay and Rockhampton
- significant correctional centre facilities at Gatton and Lotus Glen
- the Social Housing Initiatives under the NB-ESP.

Project Services will also continue to:

- maintain an influential, sustainable and recognised commercial position with clients through the ongoing refinement and development of partnering agreements with all core clients and develop strategic alliances through professional performance
- manage its workforce profile and level to sustain viability
- enhance business systems to deliver integrated project management, design services and contract administration for the delivery of the Government's building capital works program
- maintain positive relationships with the building and construction industry to ensure capacity to deliver projects on behalf of the Government.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Financial performance measures				
Gross Profit as a % of Total Sales	1,2	42.2%	31.8%	33.8%
Current ratio		3.5:1	3.3:1	3.2:1
Net Profit as a % of Total Sales	3,4	5.9%	3.4%	1.4%
Non-financial performance measures				
Project Competency – on Time		90%	90%	90%
Project Competency – on Budget		90%	90%	90%

Notes:

1. The decrease in the 2009-10 Estimated actual from the 2009-10 Target/estimate is due to additional outsourced project activity mainly relating to major hospital projects and the Gatton Correctional Precinct Development.
2. The decrease in the 2010-11 Target/estimate from the 2009-10 Target/estimate is due to additional outsourced project activity mainly relating to major hospital projects and the Gatton Correctional Precinct Development.
3. The decrease in the 2009-10 Estimated actual from the 2009-10 Target/estimate is due to a downturn in the program of work delivered internally while the service delivery structure has remained relatively stable. This is due to the Business Unit's commitment to continued investment in business systems and staff capability to be positioned for the future upturn of the market.
4. The decrease in the 2010-11 Target/estimate from the 2009-10 Estimated actual is due to a downturn in the program of work delivered internally while the service delivery structure has remained relatively stable. This is due to the business unit's commitment to continued investment in business systems and staff capability to be positioned for the future upturn of the market.

INCOME STATEMENT

Project Services	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,11	149,576	183,855	150,626
Grants and other contributions	
Other revenue	2,6,12	1,896	2,090	2,612
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		151,472	185,945	153,238
Expenses				
Employee expenses	7,13	71,829	70,694	67,824
Supplies and services	3,8,14	69,214	108,019	82,394
Grants and subsidies	
Depreciation and amortisation	4,9	1,198	623	595
Finance/borrowing costs	
Other expenses		350	373	318
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		142,591	179,709	151,131
Surplus or deficit before related income tax	5,10,15	8,881	6,236	2,107
Income tax expense/revenue		2,666	1,961	522
OPERATING SURPLUS/ (DEFICIT) after related income tax		6,215	4,275	1,585

STATEMENT OF CHANGES IN EQUITY

Project Services	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		6,215	4,275	1,585
Total recognised income and expense for the period		6,215	4,275	1,585
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Dividends paid or provided		(3,108)	(2,137)	(793)
Total movement in equity for period		3,107	2,138	792

BALANCE SHEET

Project Services	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	20,26	24,413	23,670	14,405
Receivables	16,21,27	24,239	26,409	21,882
Other financial assets		3
Inventories	17,22	1,189
Other		606	858	619
Non-financial assets held for sale	
Total current assets		50,450	50,937	36,906
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		1,118	1,330	850
Deferred tax assets		1,372	982	1,157
Intangibles	23,28	2,750	2,107	13,282
Other	
Total non-current assets		5,240	4,419	15,289
TOTAL ASSETS		55,690	55,356	52,195
CURRENT LIABILITIES				
Payables	19,24,29	9,818	12,450	8,693
Interest-bearing liabilities and derivatives	
Current tax liabilities	18,25	2,379	79	417
Accrued employee benefits		1,441	1,446	1,347
Provisions		717	1,457	957
Other		192
Total current liabilities		14,547	15,432	11,414
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities and derivatives	
Deferred tax liabilities		114	219	284
Accrued employee benefits	
Provisions	
Other	
Total non-current liabilities		114	219	284
TOTAL LIABILITIES		14,661	15,651	11,698
NET ASSETS/ (LIABILITIES)		41,029	39,705	40,497
EQUITY				
Capital/contributed equity		1,730	1,730	1,730
Retained surplus/(accumulated deficit)		39,299	37,975	38,767
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		41,029	39,705	40,497

CASH FLOW STATEMENT

Project Services	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	30,33,36	165,902	202,025	171,958
Grants and other contributions	
Other	30,36	9,432	19,019	13,527
Outflows:				
Employee costs	32,37	(74,858)	(71,753)	(67,771)
Supplies and services	30,33,36	(79,007)	(115,937)	(95,681)
Grants and subsidies	
Borrowing costs	
Taxation equivalents paid		(1,415)	(1,792)	(294)
Other	30,36	(14,323)	(24,715)	(17,577)
Net cash provided by/(used in) operating activities		5,731	6,847	4,162
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	31,34	(2,822)	(718)	(11,290)
Payments for investments	
Loans and advances made	
Net cash provided by/ (used in) investing activities		(2,822)	(718)	(11,290)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Dividends paid	35,38	(4,043)	(3,686)	(2,137)
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/ (used in) financing activities		(4,043)	(3,686)	(2,137)
Net increase/(decrease) in cash held		(1,134)	2,443	(9,265)
Cash at the beginning of financial year		25,547	21,227	23,670
Cash transfers from restructure	
Cash at the end of financial year		24,413	23,670	14,405

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. User charges are higher due to additional outsourced project activity mainly relating to major hospital projects and the Gattton Correctional Precinct Development.
2. Other revenues are more favourable due to higher interest revenue resulting from improved cash balances and increases in interest rates, and the rental supplementation from the Consolidated Fund.
3. Supplies and services are higher due to an increase in the amount of work outsourced to the private sector in line with a higher level of outsourced revenue included in User charges, mainly relating to major hospital projects.
4. Depreciation and amortisation are lower due to revised timings in the roll-out of SAP and other business system upgrades.
5. The net operating surplus is reduced due to a downturn in the program of work delivered internally while the service delivery structure has remained relatively stable. This is due to Business Unit's commitment to continued investment in business systems and staff capability to be positioned for the future upturn of the market.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

6. Other revenues are expected to be higher due to the rental supplementation funding and improved interest revenue as a result of higher interest rates and improved cash balances.
7. Employee expenses are expected to be lower due to a reduced program of work.
8. Supplies and services are expected to be higher mainly due to a greater level of outsourced work to the private sector which is included in user charges.
9. Depreciation and amortisation are expected to be lower due to the revised timing of the planned SAP upgrade.
10. The net operating surplus is reduced due to a downturn in the program of work delivered internally while the service delivery structure has remained relatively stable. This is due to the Business Unit's commitment to continued investment in business systems and staff capability to be positioned for the future upturn of the market.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

11. User charges are expected to be lower due to a reduced program of work, both internal fees and outsourced revenue.
12. Other revenue is expected to be higher due to improved interest revenue as a result of higher interest rates and improved cash balances.
13. Employee expenses are expected to be lower due to a reduced program of work.
14. Supplies and services are expected to be lower in line with a reduced program of work.
15. The net operating surplus is reduced due to a downturn in the program of work delivered internally while the service delivery structure has remained relatively stable. This is due to the Business Unit's commitment to continued investment in business systems and staff capability to be positioned for the future upturn of the market.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

16. Receivables are higher due to an increase in revenue outsourced to the private sector.
17. Inventories were budgeted to allow for some Work-In-Progress to be completed but not yet billed at year-end due to timing differences. It is now anticipated that the Business Unit is likely to be in a neutral position.
18. The tax liability is lower due to a reduced net profit position and has been offset by tax instalments for the current year.
19. Payables are higher as a result of an increase in cost of sales relating to revenue outsourced to the private sector.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. The decrease in cash is mainly due to the proposed major upgrades to SAP and other business systems including eTender and eContract.
21. The decrease in receivables is mainly due to a reduction in internal fees and continued improvements in debt management.
22. Inventories were budgeted to allow for some Work-In-Progress to be completed but not yet billed at year-end due to timing differences. It is now anticipated that the Business Unit is likely to be in a neutral position.
23. The increase in intangibles is due to the proposed major upgrade to SAP and a number of other business systems.
24. The decrease in payables is due to a reduced program of work delivered internally, and a reduction in dividends payable as a result of the reduced net profit position.
25. The tax liability is lower due to a reduced net profit position.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

26. The decrease in cash is due to the proposed upgrades to SAP and other business systems including eTender and eContract.
27. The decrease in receivables is in line with an expected smaller program of work, which will also result in a lower volume of work outsourced to the private sector.
28. The increase in intangibles is due to the major upgrades to SAP and a number of other business systems.
29. The decrease in payables is mainly due to a reduction in the program of work which will also result in less work being outsourced to external consultants. Dividends payable are also expected to decrease in line with a lower net profit position.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

30. Cash inflows and outflows are higher primarily due to increased user charges particularly the outsourced revenue component and associated external consultant costs included in supplies and services. The movement also impacts on GST receivable and payable which are included in other inflows and outflows.
31. Payments for property, plant and equipment and intangibles are lower due to the postponement of business systems upgrades.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

32. Employee expenses are expected to be lower due to a reduced program of work.
33. Supplies and services are expected to be higher mainly due to a greater level of outsourced work to the private sector, including major hospital and housing projects.
34. Payments for property, plant and equipment, and intangibles are expected to be higher due to the major upgrades to SAP and other business systems.
35. Dividends paid are expected to be lower due to a reduced net profit position.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

36. Material movements in cash inflows and outflows are primarily due to a lower program of work which also impact on the level of cost of sales included in Supplies and services. The movement also impacts on GST receivable and payable which are included in other inflows and outflows.
37. Employee expenses are expected to be lower due to a reduced program of work.
38. Dividends paid are expected to be lower due to a reduced net profit position.

QFleet

OVERVIEW

QFleet is the Government's centralised fleet owner and manager. QFleet's role and value to Government is based on its capacity to aggregate the Government fleet, enable economies of scale and provide centralised expertise in fleet management. In 2009-10, QFleet managed approximately 13,500 vehicles on behalf of the Government. QFleet's key services are vehicle procurement; fleet leasing, management and advisory services; vehicle servicing and repairs; used vehicle sales; fleet reporting; and the development and management of fleet policy.

The key factors and challenges impacting on QFleet include:

- minimising the Government's exposure to risk and future market volatility
- aligning the government fleet mix with market demand, ensuring the Government's policy priorities are met
- continuing to deliver high quality, reliable, value-for-money fleet services, ensuring government priorities are met.

REVIEW OF PERFORMANCE

Recent Achievements

QFleet's recent achievements include:

- implementing an improved vehicle procurement model enabling substantive savings to government whilst delivering on the Government's priorities of greener and safer vehicles
- further reducing vehicle emissions - the *QFleet ClimateSmart Action Plan 2007-2010* set a vehicle carbon dioxide (CO₂) emission reduction target of 15% by the end of 2010. As at March 2010, a 20.9% reduction in CO₂ emissions from the QFleet fleet had been achieved
- developing the Fleet Efficiency and Utilisation Policy (QFleet is the first government fleet in Australia to develop such a policy for client agencies)
- developing ClimateSmart strategic review modelling tools for operational, tactical and strategic performance analysis and reporting
- implementing a Driver Education and Awareness Program, including 102 workshops run in conjunction with CARRS-Q (QUT) for approximately 4,000 government drivers, State-wide.

Future developments

In the future, QFleet will:

- implement the Fleet Efficiency and Utilisation Policy, which provides a framework for best practice fleet management for the Government
- implement phase two of the *ClimateSmart Action Plan 2010-2012* to meet targets to reduce carbon emissions of the fleet by 25% by 2012 and 50% by 2017
- implement the second phase of QFleet's strategic procurement plan to reduce ClimateSmart emissions, enhance general fleet safety and lower the total cost of ownership to government
- develop and implement dashboard reporting on fleet performance for agency's chief executive officers to inform them of significant performance indicators in their fleet
- develop and provide a Driver Safety Manual to government agencies.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Financial performance measures				
Current ratio	1	1.32:1	1.19:1	1.08:1
Gearing level	2	82%	80%	80%
Return on net assets	3	6.7%	10.1%	5.8%
Non-financial performance measures				
Reduction of carbon emissions in vehicles (ClimateSmart)	4	15% by 31 December 2010	20.9%	25% by 31 December 2012
Vehicle stocks on hand awaiting sale as a percentage of the total fleet	5	<10%	<10%	<10%

Notes:

1. The decrease in the 2010-11 Target/estimate from the 2009-10 Estimated actual is mainly due to a reduction of receivables from higher unearned income and improved recovery.
2. The variance between the 2009-10 Target/estimate and the 2010-11 Target/estimate relates to a reduction in debt to the Queensland Treasury Corporation and a minor increase in equity due to profits.
3. The decrease in the 2010-11 Target/estimate from the 2009-10 Estimated actual is due to a trend across Australia for an increase in new motor vehicle sales and a subsequent drop in used vehicle sales post the Global Financial Crisis.
4. QFleet met the target to reduce carbon dioxide emissions of its fleet by 15% in September 2009. As at end March 2010, QFleet's 2009-10 Estimated actual was 20.92%.
5. It is expected that by 30 June 2010, vehicle stocks on hand awaiting sale will be <10% of the total fleet.

INCOME STATEMENT

QFleet	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,7,13	147,807	227,481	226,414
Grants and other contributions	
Other revenue		641	647	642
Gains on sale/revaluation of property, plant and equipment and investments	2,8	421
Total income		148,869	228,128	227,056
Expenses				
Employee expenses	3,9	10,326	8,955	10,968
Supplies and services	4,10	46,592	118,201	131,250
Grants and subsidies	
Depreciation and amortisation		65,290	66,448	64,492
Finance/borrowing costs	5,14	16,432	13,997	15,326
Other expenses		279	554	538
Losses on sale/revaluation of property, plant and equipment and investments	12	4,180
Total expenses		143,099	208,155	222,574
Surplus or deficit before related income tax		5,770	19,973	4,482
Income tax expense/revenue	6,11,15	1,731	5,992	1,345
OPERATING SURPLUS/(DEFICIT) after related income tax		4,039	13,981	3,137

STATEMENT OF CHANGES IN EQUITY

QFleet	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	16,18	4,039	13,981	3,137
Total recognised income and expense for the period		4,039	13,981	3,137
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Dividends paid or provided	17,19	(2,020)	(6,990)	(1,568)
Total movement in equity for period		2,019	6,991	1,569

BALANCE SHEET

QFleet	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		500	543	500
Receivables	20,28	14,066	12,293	7,056
Other financial assets	
Inventories	26	281	13,749	13,370
Other		5,326	5,709	5,114
Non-financial assets held for sale	27	12,783
Total current assets		32,956	32,294	26,040
NON-CURRENT ASSETS				
Receivables		2
Other financial assets	
Property, plant and equipment	21,25	312,868	306,309	316,961
Deferred tax assets		1,372	759	759
Intangibles	22	6,160	4,809	5,285
Other	
Total non-current assets		320,402	311,877	323,005
TOTAL ASSETS		353,358	344,171	349,045
CURRENT LIABILITIES				
Payables		22,452	20,670	22,256
Interest-bearing liabilities and derivatives	
Current tax liabilities	23	1,731	5,977	1,345
Accrued employee benefits		449	497	497
Provisions	
Other		270
Total current liabilities		24,902	27,144	24,098
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities and derivatives	24,29	265,754	250,002	256,353
Deferred tax liabilities		4,075	3,276	3,276
Accrued employee benefits	
Provisions	
Other	
Total non-current liabilities		269,829	253,278	259,629
TOTAL LIABILITIES		294,731	280,422	283,727
NET ASSETS/(LIABILITIES)		58,627	63,749	65,318
EQUITY				
Capital/contributed equity		26,097	26,095	26,095
Retained surplus/(accumulated deficit)		32,530	37,654	39,223
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		58,627	63,749	65,318

CASH FLOW STATEMENT

QFleet	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	30	160,425	244,169	251,431
Grants and other contributions	
Other		932	663	642
Outflows:				
Employee costs	34 35	(10,326)	(8,732)	(10,968)
Supplies and services	31,36	(56,090)	(211,001)	(218,165)
Grants and subsidies	
Borrowing costs	39	(16,583)	(13,984)	(15,121)
Taxation equivalents paid	40	(1,873)	..	(5,977)
Other		(279)	(554)	(539)
Net cash provided by/(used in) operating activities		76,206	10,561	1,303
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	32	76,825
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	38	(148,016)	(529)	(707)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(71,191)	(529)	(707)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	33	7,069	30,000	18,456
Equity injections	
Outflows:				
Dividends paid	37,42	(2,186)	(5,660)	(6,990)
Borrowing redemptions	41	(9,917)	(35,001)	(12,105)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(5,034)	(10,661)	(639)
Net increase/(decrease) in cash held		(19)	(629)	(43)
Cash at the beginning of financial year		519	1,172	543
Cash transfers from restructure	
Cash at the end of financial year		500	543	500

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

General Note: As a result of a change in the accounting standards *AASB 107 Statement of Cash Flows* and *AASB 116 Property Plant and Equipment*, changes are required to the Income Statement, Balance Sheet and the Cash Flow Statement. The gross proceeds from sales of vehicles must be classified as user charges in the Income Statement with the written down value at date of sale classified as supplies and services. Vehicles awaiting sale must be classified as inventories in the Balance Sheet. The cash flows relating to sales and purchase of motor vehicle assets must now be classified as Cash Flows From Operating Activities in the Cash Flow Statement. These changes have been implemented for the 2009-10 Estimated actuals and 2010-11 Estimate. The 2009-10 Budget appears the same as in the 2009-10 Service Delivery Statements.

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The increase is mainly due to the inclusion of the gross proceeds on vehicle sales (see General Note).
2. The decrease is due to gain on sale not being disclosed owing to changes in accounting standards (see General Note).
3. The decrease is due to utilisation of agency staff at workshops and staff capitalised to the core system replacement project.
4. The increase is mainly due to the inclusion of written down values on sale of vehicles in supplies and services (see General Note).
5. The decrease is due to lower interest rates for many months of the year and a reduced level of debt.
6. The increase in income tax is due to the higher profit for the 2009-10 year.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

7. The increase is mainly due to the inclusion of the gross proceeds on vehicle sales (see General Note).
8. The decrease is due to the gain on sale not being disclosed owing to changes in accounting standards (see General Note).
9. The increase is due to enterprise bargaining increases and a restructure of business operations in 2009-10.
10. The increase is mainly due to the inclusion of written down values on sale of vehicles in supplies and services and costs associated with the business systems replacement project (see General Note).
11. The reduced tax is due to the lower profits expected in the 2010-11 fiscal year.
12. The decrease is due to loss on sale not being disclosed owing to changes in accounting standards (see General Note).

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

13. The decrease is due to a minor fall in the resale prices of used vehicles as the economy improves and new vehicle sales increase, resulting in more used cars on the market.
14. The increase is due to higher borrowing costs resulting from higher interest rates and increased borrowing levels.
15. The decrease is due to the lower profits estimated for fiscal year 2010-11.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

16. The increase is due to gains on the sale of motor vehicles, user charges and savings in vehicle maintenance costs, employee costs and finance borrowing costs.
17. The increase is due to a higher than budgeted net operating surplus, after taxes.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

18. The decrease is due to lower lease revenue due to a marginally smaller fleet size and estimated lower net profits on the vehicle resale markets
19. The decrease in provision for dividends is due to lower net operating surplus after taxes.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

20. The decrease is due to improved debt recovery.
21. The decrease is due to the lower residual values and therefore higher depreciation on motor vehicles.
22. The decrease in value of intangible assets is due to deferral of core system replacement implementation.
23. The increase in the provision for taxation is as a result of the higher operating surplus.
24. The decrease in borrowings is mainly due to extra cash flow from improved values on motor vehicle sales.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

25. The increase is due to potential higher prices of new vehicles to the required standards of safety and fit for purpose and the need to replace the 3 year lease vehicles from 2007 at a higher cost.
26. The increase is due to the inclusion of motor vehicles held for sale, transferred from Non-financial assets held for sale (see General Note).
27. The decrease is due to the transfer of motor vehicles held for sale to inventories (see General Note).

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

28. The decrease is mainly due to improved recovery from debtors.
29. The increase in borrowings is due to higher average cost of replacement of motor vehicles and the higher number of vehicles being replaced.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

30. The increase is due to the inclusion of the proceeds on sale of vehicles (see General Note).
31. The increase is mainly due to increased motor vehicle service costs and the inclusion of purchases of new vehicles transferred from payments for property plant and equipment (see General Note).

32. The decrease is due to the proceeds on sale of vehicles being now included in User charges (see General Note).
33. The increase in borrowings is due to need for short term borrowings offset by greater redemptions of the debt.
34. The reduction is due to the restructure of the business part way through the year, which saw the number of jobs reduced and some vacancies filled later in the year, as well as capitalisation of staff working on the core system replacement project.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

35. The increase is due to enterprise bargaining and more permanent positions to achieve the full staffing levels.
36. The increase is due to higher charges for motor vehicle servicing, core system replacement and the purchase of new vehicles (see General Note).
37. The increase in dividend paid is due to the high operating surplus in 2009-10.
38. The decrease is due to the costs of motor vehicle purchases now being included in supplies and services (see General Note).

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

39. The increase is due to borrowings at higher interest rates, as a result of the recovery in global financial markets.
40. The increase is due to the improved surplus in 2009-10, resulting in tax payments in 2010-11.
41. The decrease in redemptions is due to less cash flow available from lower profits on sale of vehicles expected in 2010-11.
42. The increase is due to the higher operating profits in 2009-10 resulting mainly from resale of vehicles.

CITEC

OVERVIEW

CITEC is the Queensland Government's primary technology service provider. CITEC's core business is to deliver data centre, network and infrastructure services, including solutions integration services, to the whole-of-Government. CITEC also delivers information brokerage services through CITEC Confirm.

The Queensland Government Chief Technology Office (QGCTO), established within CITEC, provides leadership and direction, collaboration and management on whole-of-Government ICT to the Government and its agencies. The QGCTO has a focus on standards for the technology domain of the Government Enterprise Architecture and gives direction to technology consolidation programs across government. It ensures that whole-of-Government investment in technology is optimised to meet information management and integrated government service delivery outcomes.

The key factors and challenges impacting on CITEC include:

- progressing the long-term consolidation of agency ICT infrastructure to the whole-of-Government providing economies of scale and secure environments
- managing resources to effectively deliver ICT infrastructure services and their required operating capacity
- sustaining a viable CITEC financial position as well as managing long-term investments in whole-of-Government ICT infrastructure
- identifying opportunities for partnering with the ICT industry.

REVIEW OF PERFORMANCE

Recent achievements

CITEC's recent achievements include:

- transitioning agencies equipment and other ICT infrastructure to the Polaris Data Centre to facilitate whole-of-Government ICT infrastructure consolidation including equipment from the Department of Transport and Main Roads, the Department of Education and Training, the Department of Public Works as well as the Public Trust Office
- finalising consolidation strategies and roadmaps for the Department of Transport and Main Roads, the Department of Education and Training, and the Department of Public Works for transition to whole-of-Government ICT infrastructure service offerings with draft consolidation strategies and roadmaps developed for a further four agencies
- finalising an Applications Rationalisation Methodology for adoption by agencies in assessing and managing applications in use within each department
- completing the detailed design of the technology architecture of the whole-of-Government Identity Directory and Email Service (IDES), which will consolidate email service delivery across government and provide improved whole-of-Government identity management
- upgrading service and capacity through procurement of more advanced and cost effective technology, such as mainframes
- establishing a common Internet Service Provider arrangement for provisioning agency internet capacity needs which has been taken up by all departments with savings to agencies of \$6.6 million as at March 2010
- finalising a large scale technology consolidation for the whole-of-Government intranet (GovNet) resulting in a reduction of \$1 million annually and improved resilient and high speed connectivity between agencies sharing business critical applications

- implementing a common agency ICT service call logging and management system, promoting a standard government-wide approach for improved help desk call resolution
- completing an evaluation process for the whole-of-Government Foundation Infrastructure Program, which includes network infrastructure
- developing a whole-of-Government approach to procurement of ICT infrastructure and services available for use by all departments resulting in agency cost avoidance of \$1 million to December 2009.

Future developments

In the future, CITEC will:

- commission the Foundation ICT Infrastructure for network connectivity, data storage facilities and server equipment to provide whole-of-Government consolidation capability
- implement IDES technology and commence roll-out across departments
- implement actions from the Government's *Toward Q2 through ICT* Strategy to reform technology capability and service delivery including reviewing future data centre capacity requirements of government and a shared utility approach to infrastructure service delivery
- continue the transition of agency ICT infrastructure into whole-of-Government ICT service delivery offerings
- investigate and, where appropriate, progress CITEC ICT infrastructure and service delivery capability in support of the Government's response to the Council of Australian Governments initiatives.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Financial performance measures				
Earnings Before Interest and Tax (EBIT) (\$'000)	1,3,5	(5,131)	(10,567)	(14,910)
Current Ratio		1.41:1	1.86:1	1.37:1
Gearing Level	2,4,6	64.7%	54.4%	67.3%
Return on Net Assets		(8.3%)	(17.1%)	(15.3%)
Non-financial performance measures				
Number of Information Technology graduates, trainees and cooperative students employed each year		10	16	10
Agency accepted design conversions to whole-of-Government ICT infrastructure		100%	100%	100%
Government Enterprise Architecture Papers		10	20	10

Notes:

1. The decrease in the 2009-10 Estimated actual from the 2009-10 Target/estimate is a result of the winding back of services to commercial clients, deferred ICT projects, costs of transitioning CITEC to a whole-of-Government services provider and the cost associated with delivering the Identity, Directory and Email Services (IDES) program of work.
2. The decrease in the 2009-10 Estimated actual from the 2009-10 Target/estimate is due to higher total equity as a result of the additional equity injection to support CITEC's operations in transitioning to a whole-of-Government ICT services provider.
3. The decrease in the 2010-11 Target/estimate from the 2009-10 Target/estimate is a result of the winding back of services to commercial clients, deferred ICT projects, the costs of transitioning CITEC to a whole-of-Government services provider and the cost associated with delivering the IDES program of work.
4. The increase in the 2010-11 Target/estimate from the 2009-10 Target/estimate is due to loan draw downs for the IDES and ICTC programs.
5. The decrease in the 2010-11 Target/estimate from the 2009-10 Estimated actual is a result of the winding back of services to commercial clients, deferral of Queensland Government ICT discretionary projects and costs of transitioning CITEC to a whole-of-Government services provider.
6. The increase in the 2010-11 Target/estimate from the 2009-10 Target/estimate is due to loan draw downs for the IDES and ICTC programs.

INCOME STATEMENT

CITEC	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,6,11	165,092	160,636	182,205
Grants and other contributions	
Other revenue		2,160	2,285	2,100
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		167,252	162,921	184,305
Expenses				
Employee expenses	2,7,12	60,633	62,640	70,119
Supplies and services	3,8,13	98,833	101,082	114,768
Grants and subsidies	
Depreciation and amortisation	4,9,14	10,542	8,283	12,126
Finance/borrowing costs		2,430	1,560	3,096
Other expenses		1,256	1,011	1,057
Losses on sale/revaluation of property, plant and equipment and investments		11	20	26
Total expenses		173,705	174,596	201,192
Surplus or deficit before related income tax	5,10,15	(6,453)	(11,675)	(16,887)
Income tax expense/revenue		(3,691)	(3,601)	(4,053)
OPERATING SURPLUS/(DEFICIT) after related income tax	5,10,15	(2,762)	(8,074)	(12,834)

STATEMENT OF CHANGES IN EQUITY

CITEC	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	16,18,20	(2,762)	(8,074)	(12,834)
Total recognised income and expense for the period		(2,762)	(8,074)	(12,834)
Equity injection/(withdrawal)	17,19,21	5,426	23,193	8,421
Equity adjustments (MoG transfers)	
Dividends paid or provided	
Total movement in equity for period		2,664	15,119	(4,413)

BALANCE SHEET

CITEC	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	22,30,39	2,434	15,636	5,531
Receivables	31,40	23,766	24,036	28,717
Other financial assets	
Inventories		134	51	60
Other	23,32	3,210	7,608	7,306
Non-financial assets held for sale	
Total current assets		29,544	47,331	41,614
NON-CURRENT ASSETS				
Receivables	
Other financial assets		500	500	500
Property, plant and equipment	33,41	45,241	44,829	54,526
Deferred tax assets	24,34,42	5,881	8,635	13,692
Intangibles	25,33,41	15,609	23,508	31,821
Other		1,425	850	850
Total non-current assets		68,656	78,322	101,389
TOTAL ASSETS		98,200	125,653	143,003
CURRENT LIABILITIES				
Payables	26,35,43	7,130	10,682	12,120
Interest-bearing liabilities and derivatives	27,36,44	8,919	9,991	12,226
Current tax liabilities	
Accrued employee benefits		940	1,903	2,319
Provisions	
Other		3,965	2,841	3,819
Total current liabilities		20,954	25,417	30,484
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities and derivatives	27,36,44	47,648	56,662	72,354
Deferred tax liabilities		..	808	1,812
Accrued employee benefits	
Provisions	
Other	
Total non-current liabilities		47,648	57,470	74,166
TOTAL LIABILITIES		68,602	82,887	104,650
NET ASSETS/(LIABILITIES)		29,598	42,766	38,353
EQUITY				
Capital/contributed equity	28,37,45	21,238	37,514	45,935
Retained surplus/(accumulated deficit)	29,38,46	8,360	5,252	(7,582)
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		29,598	42,766	38,353

CASH FLOW STATEMENT

CITEC	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	47,53,58	176,075	172,151	195,641
Grants and other contributions	
Other	53,58	11,596	12,248	14,753
Outflows:				
Employee costs	54,59	(62,313)	(62,309)	(69,494)
Supplies and services	48,55,60	(106,433)	(116,811)	(127,842)
Grants and subsidies	
Borrowing costs		(2,000)	(920)	(2,944)
Taxation equivalents paid	
Other		(16,842)	(16,424)	(16,431)
Net cash provided by/(used in) operating activities		83	(12,065)	(6,317)
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	49,56,61	(43,406)	(45,282)	(30,136)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(43,406)	(45,282)	(30,136)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	50,57,62	45,400	47,750	28,167
Equity injections	51,63	5,426	23,193	8,421
Outflows:				
Dividends paid	
Borrowing redemptions	52,64	(7,204)	(3,758)	(8,679)
Finance lease payments		..	(591)	(1,561)
Equity withdrawals	
Net cash provided by/(used in) financing activities		43,622	66,594	26,348
Net increase/(decrease) in cash held		299	9,247	(10,105)
Cash at the beginning of financial year		2,135	6,389	15,636
Cash transfers from restructure	
Cash at the end of financial year		2,434	15,636	5,531

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The decrease is mainly due to the winding back of services to commercial clients and reduced Identity, Directory and Email Services (IDES) revenue as a result of timing differences in the delivery of the program.
2. The increase is due to additional resource requirements necessary to transition CITEC to a whole-of-Government ICT services provider (including IDES and ICT Consolidation (ICTC)).
3. The increase is due to additional resource requirements necessary to transition CITEC to a whole-of-Government ICT services provider (including IDES and ICTC).
4. The decrease is due to the timing of asset acquisitions associated with the IDES and ICTC programs.
5. The increased deficit is a result of the winding back of services to Commercial clients, deferral of the Queensland Government ICT discretionary projects, costs of transitioning CITEC to a whole-of-Government ICT services provider and the cost associated with delivering upon the IDES program.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

6. The increase is due to additional volumes for whole-of-Government ICT services (including IDES and ICTC).
7. The increase is due to enterprise bargaining and additional resource requirements to deliver whole-of-Government ICT services.
8. The increase is due to service delivery expenditure necessary to support additional volume for whole-of-Government services (including IDES and ICTC).
9. The increase is mainly due to the depreciation impact of asset acquisitions for the IDES and ICTC programs.
10. The increased deficit is a result of the winding back of services to Commercial clients, deferral of Queensland Government ICT discretionary projects, the costs of transitioning CITEC to a whole-of-Government ICT services provider and the cost associated with delivering on the IDES program.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

11. The increase is due to additional volumes for whole-of-Government ICT services (including IDES and ICTC).
12. The increase is due to enterprise bargaining and additional resource requirements to deliver whole-of-Government ICT services.
13. The increase is due to service delivery expenditure necessary to support additional volume for whole-of-Government services (including IDES and ICTC).
14. The increase is mainly due to the depreciation impact of asset acquisitions for the IDES and ICTC programs.
15. The increased deficit is a result of the winding back of services to Commercial clients, deferral of the Queensland Government ICT discretionary projects, the costs of transitioning CITEC to a whole-of-Government ICT services provider and the cost associated with delivering on the IDES program.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

16. The increased deficit is a result of the winding back of services to Commercial clients, deferral of Queensland Government ICT discretionary projects, costs of transitioning CITEC to a whole-of-Government ICT services provider and the cost associated with delivering upon the IDES program.
17. The increase is due to an equity injection to support CITEC's operations in transitioning to a whole-of-Government ICT services provider offset by a reduction in equity injections due to the timing of principal payments made in respect to the ICTC loan facility.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

18. The increased deficit is a result of the winding back of services to Commercial clients, deferral of Queensland Government ICT discretionary projects, costs of transitioning CITEC to a whole-of-Government ICT services provider and the cost associated with delivering on the IDES program.
19. The increase is due to the timing of principal payments made in respect to the ICTC loan facility and funding for GovNet capital acquisitions.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

20. The increased deficit is a result of the winding back of services to Commercial clients, deferral of the Queensland Government ICT discretionary projects, costs of transitioning CITEC to a whole-of-Government ICT services provider and the cost associated with delivering upon the IDES program.
21. The decrease is due to an equity injection to support CITEC's operations in transitioning to a whole-of-Government ICT services provider received in 2009-10 offset by an increase in equity injections due to the timing of principal payments made in respect to the ICTC loan facility and funding for GovNet capital acquisitions.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

22. The increase is due to the cash impact of the payment and part utilisation of the equity injection to support CITEC's operations in transitioning to a whole-of-Government ICT services provider.
23. The increase is due to higher prepayments of supplies and services associated with the IDES Program.
24. The increase is due to the higher deficit and corresponding carried forward tax losses.
25. The increase is mainly due to additional asset acquisitions for the IDES and ICTC programs.
26. The increase is due to the impact of service delivery expenditure for additional volume for whole-of-Government ICT services.
27. The increase is due to loan draw downs for the IDES and ICTC programs.

28. The increase is due to an equity injection to support CITEC's operations in transitioning to a whole-of-Government ICT services provider offset by a reduction in equity injections due to the timing of principal payments made in respect to the ICTC loan facility.
29. The decrease is due to the higher operating deficit as a result of the winding back of services to Commercial clients, deferral of Queensland Government ICT discretionary projects, costs of transitioning CITEC to a whole-of-Government ICT services provider and the cost associated with delivering upon the IDES program.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

30. The increase is due to the cash impact of the payment and utilisation of the equity injection to support CITEC's operations in transitioning to a whole-of-Government ICT services provider.
31. The increase is due to additional volumes for whole-of-Government ICT services (including IDES and ICTC).
32. The increase is due to higher prepayments of supplies and services associated with the IDES Program.
33. The increase is mainly due to asset acquisitions for the IDES, ICTC and GovNet programs.
34. The increase is due to the higher deficit and corresponding carried forward tax losses.
35. The increase is due to the impact of service delivery expenditure for additional volume for whole-of-Government ICT services.
36. The increase is due to loan draw downs for the IDES and ICTC programs.
37. The increase is due to the impact of the equity injection to support CITEC's operations in transition to whole-of-Government ICT services provider and funding for principal payments made in respect to the ICTC loan facility and GovNet capital acquisitions.
38. The decrease is due to the higher operating deficit as a result of the winding back of services to Commercial clients, deferral of Queensland Government ICT discretionary projects costs of transitioning CITEC to a whole-of-Government ICT services provider and the cost associated with delivering on the IDES program.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

39. The decrease is due to the cash impact of the utilisation of the equity injection to support CITEC's operations in transitioning to a whole-of-Government ICT service provider.
40. The increase is due to additional volumes for whole-of-Government ICT services (including IDES and ICTC).
41. The increase is mainly due to asset acquisitions for the IDES and ICTC programs.
42. The increase is due to the higher deficit and corresponding carried forward tax losses.
43. The increase is due to the impact of service delivery expenditure for additional volume for whole-of-Government ICT services.
44. The increase is due to loan draw downs for the IDES and ICTC programs.
45. The increase is due to the timing of principal payments made in respect to the ICTC loan facility and funding for GovNet capital acquisitions.
46. The decrease is due to the higher operating deficit as a result of the winding back of services to Commercial clients, deferral of Queensland Government ICT discretionary projects and the costs of transitioning CITEC to a whole-of-Government ICT services provider and the cost associated with delivering upon the IDES program.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

47. The decrease is mainly due to the winding back of services to Commercial clients and reduced IDES revenue as a result of changes to the timing of program delivery.
48. The increase is due to additional resource requirements necessary to transition CITEC to a whole-of-Government ICT services provider (including IDES and ICTC).
49. The increase is mainly due to asset acquisitions for the IDES and ICTC programs.
50. The increase is mainly due to asset acquisitions for the IDES and ICTC programs.
51. The increase is due to an equity injection to support CITEC's operations in transitioning to a whole-of-Government ICT services provider offset by the timing of principal payments made in respect to the ICTC loan facility.
52. The decrease is due to the timing of principal payments made in respect to the ICTC loan facility.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

53. The increase is due to additional volumes for whole-of-Government ICT services (including IDES and ICTC).
54. The increase is due to enterprise bargaining and additional resource requirements to deliver whole-of-Government ICT services.
55. The increase is due to service delivery expenditure necessary to support additional volume for whole-of-Government services (including IDES and ICTC).
56. The decrease reflects initial foundation asset acquisitions made in 2009-10 in respect to IDES and ICTC programs which were of a non recurring nature.
57. The decrease is due to the borrowings made in 2009-10 in respect to the IDES and ICTC programs.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

58. The increase is due to additional volumes for whole-of-Government ICT services (including IDES and ICTC).
59. The increase is due to enterprise bargaining and additional resource requirements to deliver whole-of-Government ICT services.
60. The increase is due to service delivery expenditure necessary to support additional volume for whole-of-Government services (including IDES and ICTC).
61. The decrease reflects initial foundation asset acquisitions made in 2009-10 in respect to IDES and ICTC programs which were of a non recurring nature.
62. The decrease is due to the borrowings made in 2009-10 in respect to the IDES and ICTC programs.
63. The decrease is due to an equity injection to support CITEC's operations in transitioning to a whole-of-Government ICT services provider received in 2009-10 offset by the timing of principal payments made in respect to the ICTC loan facility and funding for Govnet capital acquisitions.
64. The increase is due to the timing of principal payments made in respect to the ICTC loan facility.

Goprint

OVERVIEW

Goprint, the Government printer for over 140 years, provides a range of print products and related services to Queensland Government agencies. It was the first printer in Queensland to gain Environmental Management Systems certification. This certification along with new environmentally friendly press technologies ensures Goprint products are produced in the most environmentally sustainable way and with minimal environmental impact.

Goprint has primary responsibility for the production of reserved service documents for the Queensland Government. It is an accredited supplier to the new Print Management Unit, which will manage all Government print work with the exception of reserved services.

The key factors and challenges impacting on Goprint include:

- the need to obtain the right type and volume of work to ensure its production capacity is sufficiently utilised
- the increasing demand for electronic and web-based documents
- restructuring to meet the changing demands and requirements within the print industry
- reducing overhead costs to remain competitive.

REVIEW OF PERFORMANCE

Recent achievements

Goprint's recent achievements include:

- on time delivery of more than 2,500 jobs of a secure and confidential nature for Queensland Parliament and Executive Government including the State Budget, Bills, Acts as Passed, Hansard, Gazettes and Reprint series (reserved services)
- continuing work and improvements in the environmental area. Goprint is accredited to national environmental standards (ISO14001 Environmental Accreditation) and was the first printer in Queensland with this accreditation
- developing and implementing a Lean Manufacturing Program delivering a reduction in paper waste of 27% per annum
- establishing an ecoBiz eco-efficiency partnership with the Department of Environment and Resource Management, which provides improved management of energy, water and material resources through a six step on-site assessment program
- working with unions and staff to complete the restructure process as prescribed by Executive Government
- successfully delivering the requirements of Regional Parliament (sitting outside of Brisbane) including Bills, Hansard, tabled reports and Notice Papers.

Future developments

In the future Goprint will:

- continue to deliver mandated reserved services and print products to a high standard
- refine business models and structures to improve service delivery and cost effectiveness
- increase public sector awareness of its services and capabilities, especially in relation to reserved services.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Financial performance measures				
Gross Profit as a % of Sales	1,2	28.08%	23.16%	25.85%
Current Ratio	3	3.1:1	2.7:1	2.9:1
Non-financial performance measures				
Spoilage as a % of Sales		0.5%	0.41%	0.5%
On Time Deliveries for Reserved Services		100%	100%	100%
Utilisation of Core Equipment and Resources	4,5	80%	63%	80%

Notes:

1. The decrease in the 2009-10 Estimated actual from the 2009-10 Target/estimate primarily relates to the timing of the implementation of the Print Management Unit (PMU) and reduced spending on print within agencies.
2. The increase in the 2010-11 Target/estimate from the 2009-10 Estimated actual primarily relates to current market trends and anticipated workflows through the PMU.
3. The decrease in the 2009-10 Estimated actual from the 2009-10 Target/estimate reflects the loss incurred in 2009-10.
4. The decrease in the 2009-10 Estimated actual from the 2009-10 Target/estimate was influenced by the economic downturn and an overall reduction in print spend within the market, as well as the timing of the anticipated roll-out of the PMU.
5. The increase in the 2010-11 Target/estimate from the 2009-10 Estimated actual is due to the anticipated full implementation of the PMU within government departments throughout 2010-11, which will provide an increased opportunity for quoting on government work.

INCOME STATEMENT

Goprint	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,6,12	11,538	9,197	10,344
Grants and other contributions		3,600	3,600	3,600
Other revenue	2,7,13	48	367	310
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		15,186	13,164	14,254
Expenses				
Employee expenses	8,14	5,151	5,157	4,942
Supplies and services	3,9,15	9,313	8,268	8,800
Grants and subsidies	
Depreciation and amortisation	4,10	530	453	452
Finance/borrowing costs	5,11	140
Other expenses		52	60	60
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		15,186	13,938	14,254
Surplus or deficit before related income tax		..	(774)	..
Income tax expense/revenue	
OPERATING SURPLUS/(DEFICIT) after related income tax		..	(774)	..

STATEMENT OF CHANGES IN EQUITY

Goprint	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		..	(774)	..
Total recognised income and expense for the period		..	(774)	..
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Dividends paid or provided	
Total movement in equity for period		..	(774)	..

BALANCE SHEET

Goprint	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	16,24,30	3,186	2,610	2,706
Receivables	17,31	1,450	1,049	1,470
Other financial assets	
Inventories		440	440	440
Other		130	130	130
Non-financial assets held for sale	
Total current assets		5,206	4,229	4,746
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	18,25,32	2,982	3,094	2,642
Deferred tax assets	
Intangibles	
Other	
Total non-current assets		2,982	3,094	2,642
TOTAL ASSETS		8,188	7,323	7,388
CURRENT LIABILITIES				
Payables	19,26	1,109	1,008	1,029
Interest-bearing liabilities and derivatives	
Current tax liabilities	
Accrued employee benefits	20,33	231	197	241
Provisions	
Other		350	350	350
Total current liabilities		1,690	1,555	1,620
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities and derivatives	21,27	2,256
Deferred tax liabilities	
Accrued employee benefits	
Provisions	
Other	
Total non-current liabilities		2,256
TOTAL LIABILITIES		3,946	1,555	1,620
NET ASSETS/(LIABILITIES)		4,242	5,768	5,768
EQUITY				
Capital/contributed equity	22,28	12,585	14,885	14,885
Retained surplus/(accumulated deficit)	23,29	(8,343)	(9,117)	(9,117)
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		4,242	5,768	5,768

CASH FLOW STATEMENT

Goprint	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	34,42,50	13,039	10,337	11,274
Grants and other contributions	35,43,51	3,918	3,749	3,288
Other	36,44	933	1,136	1,148
Outflows:				
Employee costs	37,45,52	(5,216)	(4,945)	(4,898)
Supplies and services	38,46,53	(10,283)	(8,966)	(9,612)
Grants and subsidies	
Borrowing costs	39,47	(140)
Taxation equivalents paid	
Other	40,48,54	(1,223)	(993)	(1,104)
Net cash provided by/(used in) operating activities		1,028	318	96
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		..	(15)	..
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		..	(15)	..
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Dividends paid	
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		1,028	303	96
Cash at the beginning of financial year	41,49	2,158	2,307	2,610
Cash transfers from restructure	
Cash at the end of financial year		3,186	2,610	2,706

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The decrease is due to the timing of the implementation of the Print Management Unit (PMU) and reduced spending on print within departments.
2. The increase is due to unbudgeted cost recoveries and increased interest receipts.
3. The decrease is due to lower cost of sales resulting from the reduced sales.
4. The decrease is due to assets reaching the end of their useful lives in the asset register.
5. The decrease is due to the Queensland Treasury Corporation (QTC) loan being paid out in full in June 2009.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

6. The decrease is due to the timing of the implementation of the PMU and reduced spending on print within departments.
7. The increase is due to greater cost recoveries and interest receipts.
8. The decrease is due to a reduced establishment resulting from the restructure of Goprint's operations partially offset by an enterprise bargaining increase.
9. The decrease is due to lower cost of sales resulting from the reduced sales.
10. The decrease is due to assets reaching the end of their useful lives in the asset register.
11. The decrease is due to the QTC loan being paid out in full in June 2009.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

12. The increase is due to current market trends and anticipated workflows through the PMU.
13. The decrease is due lower cost recoveries and interest receipts.
14. The decrease is due to a reduced establishment resulting from the restructure of Goprint's operations partially offset by an enterprise bargaining increase.
15. The increase is due to higher cost of sales resulting from the increased sales.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

16. The decrease is due to the loss incurred in 2009-10.
17. The decrease is due to lower monthly sales in the last quarter of 2009-10.
18. The increase is due to lower than anticipated depreciation resulting from assets reaching the end of their useful lives in the asset register.
19. The decrease is due to reduced cost of sales outstanding in 2009-10.
20. The decrease is due to a lower than anticipated salaries and wages accrual at 30 June 2010.
21. The decrease is due to the QTC loan being paid out in full in June 2009.
22. The increase is due to the equity injection received from the Consolidated Fund to extinguish the long term loan.
23. The increased accumulated deficit is due to the loss incurred in 2009-10.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

24. The decrease is due to the loss incurred in 2009-10.
25. The decrease is due to depreciation of the asset base being greater than the estimated additions to the asset base.
26. The decrease is due to reduced cost of sales outstanding in 2010-11.
27. The decrease is due to the QTC loan being paid out in full in June 2009.
28. The increase is due to the equity injection received from the Consolidated Fund to extinguish the long term loan.
29. The increased accumulated deficit is due to the loss incurred in 2009-10.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

30. The increase is predominantly due to decreased employee related expenditures.
31. The increase is due to community service obligation grants receivable at the end of 2010-11.
32. The decrease is due to depreciation of the asset base being greater than the estimated additions to the asset base.
33. The increase is due to a higher anticipated salaries and wages accrual at 30 June 2011.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

34. The decrease is due to the timing of the implementation of the Print Management Unit and reduced spending on print within departments.
35. The decrease is due to lower community service obligation grants receivable at 30 June 2009.
36. The increase is due to unbudgeted cost recoveries and increased interest receipts.
37. The decrease is due to a lower than anticipated salaries and wages accrual at 30 June 2010.
38. The decrease is due to lower cost of sales resulting from the reduced sales.
39. The decrease is due to the QTC loan being paid out in full in June 2009.
40. The decrease is due to lower GST reimbursements from the Australian Taxation Office (ATO) due to the lower cost of supplies and services.
41. The increase is due to a lower than anticipated loss in June 2009.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

42. The decrease is due to the timing of the implementation of the PMU and reduced spending on print within departments.
43. The decrease is due to lower community service obligation grants receivable at 30 June 2010.
44. The increase is due greater cost recoveries and interest receipts.
45. The decrease is due to a reduced establishment resulting from the restructure of Goprint's operations partially offset by an enterprise bargaining increase.

46. The decrease is due to lower cost of sales resulting from the reduced sales.
47. The decrease is due to the QTC loan being paid out in full in June 2009.
48. The decrease is due to lower GST reimbursements from the ATO due to the lower cost of supplies and services.
49. The increase is due to a higher closing cash balance in June 2010.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

50. The increase is due to current market trends and anticipated workflows through the PMU.
51. The decrease is due to a higher community service obligation grant receivable at 30 June 2011.
52. The decrease is due to a reduced establishment resulting from the restructure of Goprint's operations partially offset by an enterprise bargaining increase.
53. The increase is due to higher cost of sales resulting from the increased sales.
54. The increase is due to higher GST reimbursements from the ATO due to higher cost of supplies and services.

SDS (Sales and Distribution Services)

OVERVIEW

Sales and Distribution Services (SDS) provides supply management services and advice to support Queensland Government agency operations and service delivery. SDS operates three distinct service streams – SDS Distribution, SDS Publications and SDS Logistics. SDS Distribution is an online retail and distribution business trading educational, office, furniture and other agency specific products to schools and government agencies throughout Queensland. SDS Publications is an online retail and distribution business which manages electronic and printed publications on behalf of government agencies. SDS Logistics provides cost-effective warehousing and distribution services to government agencies.

The key factors and challenges impacting on SDS include:

- enhancing agency awareness of the significance of supply chain management in reducing costs
- continuing to improve the performance and cost management of all SDS' operations
- leveraging relationships with suppliers and customers to reduce the Government's environmental footprint relating to supply management
- maintaining staff morale, skills and commitment through targeted workforce management strategies
- enhancing the value of SDS to agencies, including recognising SDS' contribution to government service delivery and savings strategies.

REVIEW OF PERFORMANCE

Recent achievements

SDS's recent achievements include:

- developing further its position as a key supply partner to the department's disaster recovery efforts, recently assisting with the Shen Neng 1 Great Barrier Reef spill incident, tropical Cyclone Ului and the Charleville floods
- attaining 9.9% year-to-date sales growth across SDS' three business divisions
- attaining 40% growth in furniture sales as a result of SDS' participation in the Building the Education Revolution rollout, delivering interactive whiteboards to state schools across Queensland
- improving technology and shift management throughout the peak delivery period to reduce warehouse agency staff costs
- containing freight costs to a 1.7% increase despite a 6% increase in Cost of Goods Sold, ensuring efficient management of SDS' 200,000 annual deliveries
- achieving \$2.1 million in total savings to the public sector market following the introduction of the highly competitive Government Preferred Product List in General Merchandise
- conducting extensive business re-engineering to ensure a streamlined supply chain management solution including:
 - developing a new pricing model for SDS' Publication Distribution Centre within SDS Publications;
 - integrating duplicated functions within SDS; and
 - developing a new, transparent model for furniture acquisition, consolidation and delivery.

Future developments

In the future, SDS will:

- relocate the publications warehouse from Woolloongabba to Zillmere to reduce the number of warehouses from three to two
- re-engineer the Zillmere and Brendale warehouses to enhance the overall efficiency of SDS' warehouse operations
- roll out the proposed supply model for furniture to the education sector
- roll out the new pricing model for SDS Publications
- develop a new supply model for SDS' General Merchandise division
- launch a communications campaign to enhance agency awareness of the significance of supply chain management in delivering improved outcomes
- implement a targeted business development campaign to engage major community service agencies to utilise SDS' full spectrum of supply management solutions.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Financial performance measures				
Gross Profit as a % of Sales		31.7%	27.3%	28.6%
Net profit as a % of sales (before tax)	1,2	(1.54)%	(0.26)%	0.09%
Improvement in Sales %	3,4	1.0%	2.3%	(6.4)%
Non-financial performance measures				
Brendale warehouse asset utilisation		>90%	>90%	>90%
Inventory turnover				
- General Merchandise		7.5	8	8
- Furniture		5	6	7

Notes:

1. The increase in the 2009-10 Estimated actual from the 2009-10 Target/estimate primarily relates to a number of direct supplier to customer shipment initiatives undertaken at lower than average gross profit margins, which reduces direct costs associated with warehousing and despatch of inventory.
2. The increase in the 2010-11 Target/estimate from the 2009-10 Estimated actual relates to the sales mix used, which is expected to produce improved gross margin and also a decrease in fixed costs for 2010-11.
3. The increase in the 2009-10 Estimated actual from the 2009-10 Target/estimate primarily relates to the distribution of Interactive Whiteboards and other promotional products to various client agencies.
4. The decrease in the 2010-11 Target/estimate from the 2009-10 Estimated actual relates to discontinuation in 2010-11 of the initiatives referred to in Note 3.

INCOME STATEMENT

SDS (Sales and Distribution Services)	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,7	63,946	66,502	62,230
Grants and other contributions	
Other revenue	5	1,100	1,912	1,959
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		65,046	68,414	64,189
Expenses				
Employee expenses	2	9,030	8,507	8,847
Supplies and services	1,8	55,663	59,335	54,527
Grants and subsidies	
Depreciation and amortisation		379	343	342
Finance/borrowing costs	3	357	256	260
Other expenses	4,6	602	147	160
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		66,031	68,588	64,136
Surplus or deficit before related income tax		(985)	(174)	53
Income tax expense/revenue		16
OPERATING SURPLUS/(DEFICIT) after related income tax		(985)	(174)	37

STATEMENT OF CHANGES IN EQUITY

SDS (Sales and Distribution Services)	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		(985)	(174)	37
Total recognised income and expense for the period		(985)	(174)	37
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Dividends paid or provided		(18)
Total movement in equity for period		(985)	(174)	19

BALANCE SHEET

SDS (Sales and Distribution Services)	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		450	450	450
Receivables	9,14	5,000	7,000	6,875
Other financial assets	
Inventories	15	6,500	6,000	6,100
Other	10,16	150	295	295
Non-financial assets held for sale	
Total current assets		12,100	13,745	13,720
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	20	363	363	509
Deferred tax assets		347	347	347
Intangibles		823	823	750
Other	
Total non-current assets		1,533	1,533	1,606
TOTAL ASSETS		13,633	15,278	15,326
CURRENT LIABILITIES				
Payables	11,17	6,598	5,917	5,946
Interest-bearing liabilities and derivatives	12,18	4,500	5,500	5,500
Current tax liabilities	
Accrued employee benefits		160	160	160
Provisions	
Other		570	320	320
Total current liabilities		11,828	11,897	11,926
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities and derivatives	
Deferred tax liabilities	
Accrued employee benefits	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		11,828	11,897	11,926
NET ASSETS/(LIABILITIES)		1,805	3,381	3,400
EQUITY				
Capital/contributed equity	13,19	4,950	5,974	5,974
Retained surplus/(accumulated deficit)		(3,145)	(2,593)	(2,574)
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		1,805	3,381	3,400

CASH FLOW STATEMENT

SDS (Sales and Distribution Services)	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	21,26,30	72,597	71,478	68,539
Grants and other contributions	
Other	22	6,055	6,858	6,506
Outflows:				
Employee costs		(9,028)	(8,608)	(8,847)
Supplies and services	23,27,31	(61,135)	(63,743)	(59,230)
Grants and subsidies	
Borrowing costs		(357)	(256)	(260)
Taxation equivalents paid		(74)
Other		(6,985)	(6,793)	(6,418)
Net cash provided by/(used in) operating activities		1,073	(1,064)	290
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(300)	(428)	(290)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(300)	(428)	(290)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	24,28	5,000	15,650	12,000
Equity injections	
Outflows:				
Dividends paid		(88)
Borrowing redemptions	25,29	(5,661)	(14,250)	(12,000)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(749)	1,400	..
Net increase/(decrease) in cash held		24	(92)	..
Cash at the beginning of financial year		426	542	450
Cash transfers from restructure	
Cash at the end of financial year		450	450	450

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The variance is due to direct ship initiatives introduced in 2009-10 in the furniture stream resulting in additional sales.
2. The variance relates to a number of positions not being filled in 2009-10.
3. The decrease is attributable to the effective management of the working capital facility.
4. The decrease is due to the anticipated assessment of net realisable value on the preparatory year stock in 2008-09. This however was no longer necessary due to successful strategies to minimise the stock.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

5. The increase is due to rent supplementation from the Consolidated Fund.
6. The anticipated assessment of net realisable value on the preparatory year stock in 2009-10 did not occur due to successful strategies to minimise the stock.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

7. The reduction primarily relates to a number of one-off initiatives undertaken in 2009-10 that are not anticipated to continue in 2010-11.
8. The decrease is primarily related to the reduction in cost of sales associated with the reduction in sales.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

9. The increase is due to large client capital projects.
10. The increase is due to an increase in prepaid expenses.
11. The decrease is a consequence of more efficient management of creditors during 2009-10.
12. Business strategies undertaken during the year have required an increase in balance to the working capital facility to fund stock purchases.
13. The increase is due to an equity injection received from the Consolidated Fund in 2009-10.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

14. The increase is mainly due to large client capital projects.
15. The decrease in inventory is due to implementation of direct ship initiatives.
16. The increase is due to an increase in prepaid expenses.
17. The decrease is mainly due to more efficient management of creditors during 2009-10 which has reduced payables. This is partially offset by the recognition of the dividend payable to the Consolidated Fund.
18. Business strategies undertaken during year have required an increase in balance to the working capital facility to fund stock purchases.
19. The increase is due to an equity injection received from the Consolidated Fund in 2009-10.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

20. The anticipated increase is due to property, plant and equipment requirements as a result of warehouse relocation and restructure.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

21. The decrease is due to the anticipated increase to receivables.
22. The increase is due to the higher than anticipated GST credits on purchases to be received from the Australian Taxation Office.
23. The increase is due to an increase in cost of sales.
24. The increase is due to borrowing requirements throughout the year.
25. The increase is due to borrowing redemptions throughout the year.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

26. The decrease is due to the lower than anticipated user charges.
27. The decrease is due to a reduction in the cost of sales.
28. The increase is due to borrowing requirements throughout the year.
29. The increase is due to borrowing redemptions throughout the year.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

30. The decrease is due to the lower than anticipated user charges owing to a number of one-off initiatives undertaken in 2009-10 that are not anticipated to continue in 2010-11.
31. The decrease is due to a reduction in the cost of sales.

Shared Service Providers

Shared Service Agency

OVERVIEW

The Shared Service Agency (SSA) provides finance, procurement, human resource management, facilities management, and mail support services to around 80,000 public servants in 11 agencies and six statutory authorities. SSA's delivery of back office services enables agencies to concentrate on their core business – providing essential services, such as policing, child protection, housing, ambulance services, environmental protection and delivering critical infrastructure for the State.

The key factors and challenges impacting on the SSA include:

- maintaining service delivery while realigning the organisational structure and how and where services are delivered
- implementing a contemporary business reform program aimed at improving customer service and reducing costs
- delivering agreed financial performance targets
- maintaining an appropriately skilled and committed workforce.

REVIEW OF PERFORMANCE

Recent achievements

SSA's recent achievements include:

- continuing to provide services to approximately 80,000 staff including processing 170,000 pays, 8,700 job applications, 4,200 appointments, 1,400 separations, payment of 330,000 invoice lines and raising 35,000 invoice lines on average per month
- ensuring around 3,500 carers of 6,700 children receive regular payments
- providing an easier and more accessible process for the payment of higher duties for staff in five versions of the human resource system
- seamlessly migrating 2,300 staff into human resource systems for three different agencies and finalising the transfer to one finance system for one of the more complex agencies to give effect to machinery-of-Government changes
- improving the internal controls supporting services to safeguard client agencies from potential theft, fraud or errors and to ensure greater administrative efficiency
- merging six mail rooms throughout Brisbane into one modern mail sorting facility serving nine agencies more efficiently and more cost-effectively
- designing a comprehensive technical training program to build the capability of SSA staff.

Future developments

In the future, SSA will:

- continue to work in collaboration with client agencies and with CorpTech to progressively implement standard human resource and finance systems to reduce complexity and infrastructure costs
- consolidate and standardise processes and systems to provide more streamlined, cost-effective and timely services to clients and government

- continue to refine the business model to better enable State-wide service delivery improvement and reduce the cost of services for client agencies
- design and implement strategies to foster a stronger performance-focused culture
- implement robust performance measures to identify process improvement opportunities, increase productivity and provide better performance information to clients.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Financial performance measures				
Labour costs as a percentage of total expenses		58%	60%	56%
Current Ratio	1	1.4:1	1.8:1	2:1
Non-financial performance measures				
Customer satisfaction with service delivery	2	≥ 70%	N/A	≥ 70%
Targeted business reform projects delivered within agreed budget		Within 10% of budget	Within 10% of budget	Within 10% of budget

Notes:

1. The increase in the 2009-10 Estimated actual from the 2009-10 Target/estimate is due to a reduction in actual and forecast levels of unearned revenue.
2. The SSA did not conduct a major customer survey during 2009-10. This major survey and the rolling program of pulse surveys, introduced to seek timelier customer feedback on major services, have been delayed due to the impact of machinery-of-Government changes on client agencies. The next major survey is expected to occur in 2011.

INCOME STATEMENT

Shared Service Agency	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	8	180,249	172,307	188,076
Grants and other contributions	1,5,9	4,334	5,399	1,308
Other revenue	2,6,10	98	258	196
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		184,681	177,964	189,580
Expenses				
Employee expenses		107,536	106,709	105,270
Supplies and services	3,7,11	73,602	67,662	80,634
Grants and subsidies	
Depreciation and amortisation		2,450	2,428	2,534
Finance/borrowing costs	
Other expenses	4	1,093	1,165	1,142
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		184,681	177,964	189,580
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Shared Service Agency	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period	

BALANCE SHEET

Shared Service Agency	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	12,19,26	8,461	1,114	2,971
Receivables		20,007	19,785	20,373
Other financial assets	
Inventories		9
Other	13,20,27	64	896	510
Non-financial assets held for sale	
Total current assets		28,541	21,795	23,854
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	14,21,28	6,320	7,211	5,243
Intangibles	15,22,29	960	856	525
Other	
Total non-current assets		7,280	8,067	5,768
TOTAL ASSETS		35,821	29,862	29,622
CURRENT LIABILITIES				
Payables		9,416	9,439	9,532
Accrued employee benefits	16,23,30	2,890	2,692	2,359
Interest-bearing liabilities and derivatives	
Provisions	
Other	17,24	7,616
Total current liabilities		19,922	12,131	11,891
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		19,922	12,131	11,891
NET ASSETS/(LIABILITIES)		15,899	17,731	17,731
EQUITY				
Capital/contributed equity	18,25	12,873	14,798	14,798
Retained surplus/(accumulated deficit)		3,026	2,933	2,933
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		15,899	17,731	17,731

CASH FLOW STATEMENT

Shared Service Agency	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	36	200,120	190,845	208,986
Grants and other contributions	31,33,37	4,334	5,399	1,308
Other		8,688	8,967	8,903
Outflows:				
Employee costs		(107,869)	(106,832)	(105,234)
Supplies and services	34,38	(82,550)	(81,233)	(89,231)
Grants and subsidies	
Borrowing costs	
Other		(23,400)	(22,566)	(22,640)
Net cash provided by/ (used in) operating activities		(677)	(5,420)	2,092
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	32,35,39	(1,079)	(1,659)	(235)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,079)	(1,659)	(235)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		(1,756)	(7,079)	1,857
Cash at the beginning of financial year		10,217	8,193	1,114
Cash transfers from restructure	
Cash at the end of financial year		8,461	1,114	2,971

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The increase is due to a higher than forecast carry-over of funding for business improvement projects.
2. The increase is due to supplementation funding for increased accommodation costs.
3. The decrease is mainly due to a reduction in contractor costs as a result of reduced demand for services.
4. The increase mainly relates to higher audit costs.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

5. The decrease is due to a reduction in funding for business improvement projects.
6. The increase is due to supplementation funding for increased accommodation costs.
7. The increase is mainly due to higher third party provider costs.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

8. The increase in User charges is mainly due to cost increases associated with enterprise bargaining increases and higher third party provider costs.
9. The decrease is due to a reduction in funding for business improvement projects.
10. The decrease is due to a forecast reduction in other revenue.
11. The increase is mainly due to higher third party provider costs.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

12. The decrease is predominantly due to the billing for services changing from monthly in advance to monthly in arrears.
13. The increase is due to the recognition of prepaid salaries as at 30 June 2010.
14. The increase is due to the regional network upgrade.
15. The decrease is in line with a revised forecast of amortisation on intangibles.
16. The decrease is due to movements related to employee expenses.
17. The decrease is due to a reduction in unearned revenue.
18. The increase is mainly due to a capital injection in the prior financial year.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

19. The decrease is predominantly due to the billing for services changing from monthly in advance to monthly in arrears.
20. The increase is due to the recognition of prepaid salaries as at 30 June 2011.
21. The decrease is due to capital rationalisation and efficient capital management.
22. The decrease is in line with a revised forecast of amortisation on intangibles.
23. The decrease is due to movements related to employee expenses.
24. The decrease is due to a reduction in unearned revenue.
25. The increase is mainly due to a capital injection in the prior financial year.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

26. The increase is predominantly due to a reduction in capital expenditure.
27. The decrease is due to a reduction to prepaid salaries as at 30 June 2011.
28. The decrease is due to capital rationalisation and efficient capital management.
29. The decrease is in line with a revised forecast of amortisation on intangibles.
30. The decrease is due to movements related to employee expenses.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

31. The increase is due to a higher than forecast carry-over of funding for business improvement projects.
32. The increase is due to the regional network upgrade.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

33. The decrease is due to a reduction in funding for business improvement projects.
34. The increase is mainly due to higher third party provider costs.
35. The decrease is due to a reduction in capital purchases.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

36. The increase is mainly due to enterprise bargaining increases and higher third party provider costs.
37. The decrease is due to a reduction in funding for business improvement projects.
38. The increase is mainly due to higher third party provider costs.
39. The decrease is due to capital rationalisation, efficient capital management and a reduction in ICT infrastructure replacement in preparedness for transition to a third party provider arrangement for these services.

CorpTech

OVERVIEW

CorpTech is responsible for supporting whole-of-Government information systems that are used to support the State's finances, workforce and administration. These whole-of-Government information systems include payroll, rostering, purchasing, inventory management, asset management, accounts payable, accounts receivable and travel management.

CorpTech plays a significant role in the implementation of the Government's *Toward Q2 through ICT* strategy through the consolidation and standardisation of human resources (HR) and financial management information systems to reduce the cost of these services and systems to government.

The key factors and challenges impacting on CorpTech include:

- the diverse range of HR management systems and finance systems requires that the workforce has the capacity and skills to deliver the development and support services
- ongoing rationalisation and consolidation of HR and financial management systems.

REVIEW OF PERFORMANCE

Recent achievements

CorpTech's recent achievements include:

- delivering payroll services for 180,000 public servants each fortnight
- delivering significant enhancements to, and implementation of, whole-of-Government HR and finance systems
- migrating seven departments onto a consolidated Aurion payroll environment
- completing a technical upgrade to the Department of Education and Training payroll environment
- implementing the new whole-of-Government finance system into the Department of Community Safety
- supporting the implementation of the human resource solution in Queensland Health
- migrating over 900 Department of Communities staff into the new whole-of-Government HR solution
- a technical upgrade of the whole-of-Government recruitment system (RecruitASP) including Jobs Online
- a technical upgrade of the Queensland Health Finance system (FAMMIS)
- machinery-of-Government projects for the Department of Communities, and the Department of Employment, Economic Development and Innovation to migrate employee records on to whole-of-Government SAP systems.

Future developments

In the future, CorpTech will:

- progress the implementation of finance and payroll information systems through the Corporate Solutions Program
- implement robust, consistent end-to-end ICT industry standard practices to deliver faster and more effective services.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Financial performance measures				
Labour costs as a percentage of total expenses	1,2	28%	32%	33%
Non-financial performance measures				
Percentage of OLAs signed		100%	100%	100%
Percentage of Incidents and Service Requests completed on time		80%	93%	80%
Percentage of system availability	3,4	98%	99%	98%
Projects completed on time, within budget and in accordance with agreed project outcomes		Completed and met	7 of 8 completed and met	On time and on budget

Notes:

1. The increase in the 2009-10 Estimated actual from the 2009-10 Target/estimate is due to the engagement of additional staff for the Corporate Solutions Program (CSP) and conversion of contract staff to departmental employees.
2. The increase in the 2010-11 Target/estimate from the 2009-10 Estimated actual is due to a decrease in overall total expenditure as a result of a decrease in contractor expenditure associated with the CSP and a one-off contribution from the CSP to SSA for project activities in 2009-10.
3. Refers to priority projects in the Corporate Solutions Program.
4. Outstanding project expected to be completed in 2010-11 reporting period.

INCOME STATEMENT

CorpTech	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,7,10	92,072	104,966	120,629
Grants and other contributions	2,8,11	36,744	25,541	2,621
Other revenue		228	358	358
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		129,044	130,865	123,608
Expenses				
Employee expenses	3	36,469	42,215	40,346
Supplies and services	4,12	57,889	65,202	58,498
Grants and subsidies	
Depreciation and amortisation	5	27,298	20,673	22,043
Finance/borrowing costs	
Other expenses	6,9	7,388	2,775	2,721
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		129,044	130,865	123,608
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

CorpTech	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	13,14,15	(7,700)	712	(26,132)
Equity adjustments (MoG transfers)	
Total movement in equity for period		(7,700)	712	(26,132)

BALANCE SHEET

CorpTech	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	16,20,24	16,033	37,525	30,826
Receivables	17	8,936	18,452	17,922
Other financial assets	
Inventories	
Other		2,750	1,775	1,775
Non-financial assets held for sale		2	2	2
Total current assets		27,721	57,754	50,525
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		1,288	809	1,209
Intangibles	18,21,25	188,570	163,946	145,148
Other	
Total non-current assets		189,858	164,755	146,357
TOTAL ASSETS		217,579	222,509	196,882
CURRENT LIABILITIES				
Payables		16,169	16,178	16,683
Accrued employee benefits		940	2,553	2,553
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		17,109	18,731	19,236
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		17,109	18,731	19,236
NET ASSETS/(LIABILITIES)		200,470	203,778	177,646
EQUITY				
Capital/contributed equity	22,26	197,313	203,474	177,342
Retained surplus/(accumulated deficit)	19,23	3,157	304	304
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		200,470	203,778	177,646

CASH FLOW STATEMENT

CorpTech	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	27,33,37	101,258	105,478	121,159
Grants and other contributions	28,34,38	17,373	25,541	2,621
Other		7,931	16,735	13,364
Outflows:				
Employee costs	29	(38,001)	(43,742)	(40,341)
Supplies and services		(63,305)	(62,720)	(57,998)
Grants and subsidies	30,39	..	(32,492)	..
Borrowing costs	
Other		(16,062)	(19,352)	(15,727)
Net cash provided by/ (used in) operating activities		9,194	(10,552)	23,078
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	31,35,40	(49,032)	(20,081)	(3,645)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(49,032)	(20,081)	(3,645)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections		..	712	..
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	32,36,41	(7,700)	..	(26,132)
Net cash provided by/(used in) financing activities		(7,700)	712	(26,132)
Net increase/(decrease) in cash held		(47,538)	(29,921)	(6,699)
Cash at the beginning of financial year		63,571	67,446	37,525
Cash transfers from restructure	
Cash at the end of financial year		16,033	37,525	30,826

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The increase is mainly due to agency contributions towards the cost of the Corporate Solutions Program (CSP).
2. The decrease is mainly due to a reduction in grant funding for the CSP.
3. The increase is mainly due to additional staff for the CSP and the conversion of contract staff to departmental employees.
4. The increase is mainly due to contractor expenditure associated with CSP, a one-off contribution from the CSP to the Shared Service Agency (SSA) for project activities in 2009-10 and the reclassification of SSA charges from other expenses.
5. The decrease is due to the change in the timing of the implementation of the CSP as a result of a change in direction to support multiple systems and projects simultaneously rather than the previous approach based on a one solution model.
6. The decrease is due to a reduction in software licences and portable and attractive items and a reclassification of SSA charges to supplies and services.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

7. The difference is primarily due to an increase in charges to agencies to cover the cost of services to offset the reduction in grant funding in 2010-11.
8. The decrease is due to a reduction in grant funding which is offset by an increase in user charges.
9. The decrease is due to a reduction in software licences and portable and attractive items and a reclassification of SSA charges to supplies and services.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

10. The difference is primarily due to an increase in charges to agency to cover the cost of services to offset the reduction in grant funding in 2010-11.
11. The decrease is due to a reduction in grant funding which is offset by an increase in user charges.
12. The decrease is mainly due to a reduction in contractor expenditure associated with the CSP and a one-off contribution from the CSP to SSA for project activities in 2009-10.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

13. The variance is due the cancellation of a planned equity withdrawal.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

14. The variance is due to a combination of the planned equity withdrawal in the 2009-10 Budget and the recommencement of equity withdrawals in 2010-11.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

15. The variance is to due to the recommencement of equity withdrawals in 2010-11.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

16. The increase is mainly due to the accumulation of cash balances for the CSP.
17. The increase in mainly due to a change in timing of the recovery of user charges from the SSA.
18. The decrease is due to the change in timing in the implementation of the CSP as a result of a change in direction to support multiple systems and projects simultaneously rather than the previous approach based on a one solution model.
19. The difference is due to the reclassification of prior year adjustments for work in progress from capital/contributed equity to retained surplus.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. The increase is mainly due to the accumulation of cash balances for the CSP.
21. The decrease is mainly due to a change in timing in the implementation of the CSP.
22. The variance is due to a combination of the planned equity withdrawal in the 2009-10 Budget and the recommencement of equity withdrawals in 2010-11.
23. The difference is due to the reclassification of prior year adjustments for work in progress from capital/contributed equity to retained surplus.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

24. The decrease is attributable to the net effect of depreciation, recovered through user charges, exceeding capital acquisitions in 2010-11 and the equity withdrawal in 2010-11.
25. The decrease is mainly due to the depreciation charge on assets for 2010-11.
26. The variance is to due to the recommencement of equity withdrawals in 2010-11.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

27. The increase is mainly due to agency contributions towards the cost of the CSP.
28. The difference is due to the deferral of 2008-09 grant funding partially offset by funding deferred to future years.
29. The increase is mainly due to additional staff for the CSP and the conversion of contract staff to departmental employees.
30. The 2009-10 amount represents grant funding not utilised in 2008-09 and repaid to the Consolidated Fund in 2009-10.
31. The decrease is due to the change in the timing of the implementation of the CSP as a result of a change in direction to support multiple systems and projects simultaneously rather than the previous approach based on a one solution model.
32. The variance is due the cancellation of a planned equity withdrawal.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

33. The difference is primarily due to an increase in charges to agencies to cover the cost of services to offset the reduction in grant funding in 2010-11.
34. The decrease is due to a reduction in grant funding which is offset by an increase in user charges.
35. The decrease is due to the change in the timing of the implementation of the CSP as a result of a change in direction to support multiple systems and projects simultaneously rather than the previously approach based on a one solution model.
36. The variance is due to a combination of the planned equity withdrawal in the 2009-10 Budget and the recommencement of equity withdrawals in 2010-11.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

37. The difference is primarily due to an increase in charges to agency to cover the cost services to offset the reduction in grant funding in 2010-11.
38. The decrease is due to a reduction in grant funding which is offset by an increase in user charges.
39. The 2009-10 amount represents grant funding not utilised in 2008-09 and repaid to the Consolidated Fund in 2009-10.
40. The decrease is due to the change in the timing of the implementation of the CSP as a result of a change in direction to support multiple systems and projects simultaneously rather than the previously approach based on a one solution model.
41. The variance is to due to the recommencement of equity withdrawals in 2010-11.

Statutory Body

Queensland Building Services Authority

OVERVIEW

The Queensland Building Services Authority (the Authority) is a statutory body established under the *Queensland Building Services Authority Act 1991* (the Act). The Authority provides a comprehensive licensing regime for the building industry and performs regulatory functions under this Act.

The Authority also administers the *Building and Construction Industry Payments Act 2004*, the *Subcontractors Charges Act 1974* and the *Domestic Building Contracts Act 2000*.

A principal role of the Authority is the provision of remedies for defective building work which includes a home warranty insurance scheme providing compensation for defective or incomplete construction. The Authority delivers information and advice to consumers, builders and contractors through a variety of mechanisms including publications, education shows and consumer seminars.

The Authority's staff consisted of 353 estimated full time equivalents at 30 June 2010, with estimated full time equivalents of 355 at 30 June 2011.

REVIEW OF PERFORMANCE

Recent achievements

The Authority's recent achievements include:

- issuing 81,053 home warranty insurance policies for residential building work valued at \$7.2 billion and approved \$47 million in home warranty insurance claims
- successfully negotiating a two-year reinsurance contract effective 1 July 2010
- processing 6,200 dispute notifications
- completing 13 Contractor Education Supershows, 27 Trade Specific Seminars and 39 Consumer Education Seminars attended by 6,900 contractors
- registering 825 adjudicated decisions under the *Building and Construction Industry Payments Act 2004* for a value of \$195 million
- providing financial and business assistance to 1,342 contractors through education and awareness
- continuing an aggressive compliance program to remove rogues from the industry by interviewing some 9,000 licensees on site
- responding to 250,000 telephone enquiries.

Future developments

In future the Authority will:

- introduce fairer contracts in the residential sector
- introduce technology to ensure lodgement of licence renewals online and increase educational material available on-line
- continue education of contractors on business management skills and common defects
- continue education of consumers on the building process.

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2	342	353	355

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The increase from the 2009-10 Budget to both the 2009-10 Estimated actual and 2010-11 Estimate is due to an increase in technical staff numbers to accommodate additional work loads owing to the increase in licensee insolvencies.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of insurance policies issued	1	72,000	81,053	82,000
Number of licensees including Accredited Building Certifiers		85,222	84,121	87,315
Number of licence applications received		8,760	9,000	8,000
Number of unlicensed contractor investigations initiated		675	680	680
Number of investigations into breaches of financial requirements for licensing		1800	1746	1800
Number of dispute notifications finalised	2	5,500	6,200	6,800
Number of insurance claims finalised	3	1,600	1,900	1,800
Number of investigations into breaches of legislated contractual obligations		300	282	280
Number of licences cancelled		3,645	3,820	3,600
Percentage of customers satisfied with advice and support provided		90	85	90
Percentage of licence applications processed within 45 days		80%	83%	82%
Percentage of disputes finalised within 80 days		60%	58%	60%
Percentage of calls answered within 60 seconds or less	4	80%	60%	70%
Percentage movement in licensee database		New measure	3.25%	3%
Number of Building and Construction Industry Payments Act claims registered		New measure	1,100	1,200
Number of Building and Construction Industry Payments Act claims decided		New measure	825	1,000
Percentage of certifiers' assessments of building permits compliant		New measure	80%	85%
State contribution (\$'000)	
Other revenue (\$'000)		124,239	152,302	153,103
Total cost (\$'000)		126,260	145,351	148,085

Notes:

1. The variance is due to increase in new home construction following earlier than forecast recovery.
2. The variance is due to increased new dispute workloads as a result of increased licensee insolvencies.
3. The variance is due to higher than forecast claim numbers as a result of high non-completion claims following industry downturn.
4. The variance is due to increased volume of compliance issues, contractor failures and the *Building and Construction Industry Payments Act 2004* enquiry calls.

INCOME STATEMENT

Queensland Building Services Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	3,6	57,416	60,540	71,602
Grants and other contributions	
Other revenue	1,4,7	66,857	91,791	81,503
Gains on sale/revaluation of property, plant and equipment and investments		(34)	(29)	(2)
Total income		124,239	152,302	153,103
Expenses				
Employee expenses		29,094	28,593	32,332
Supplies and services		14,054	15,568	15,467
Grants and subsidies	
Depreciation and amortisation		1,686	1,743	1,587
Finance/borrowing costs	
Other expenses	2,5	81,426	99,447	98,699
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		126,260	145,351	148,085
OPERATING SURPLUS/(DEFICIT)		(2,021)	6,951	5,018

STATEMENT OF CHANGES IN EQUITY

Queensland Building Services Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		(2,021)	6,951	5,018
Total recognised income and expense for the period		(2,021)	6,951	5,018
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period	8,9,10	(2,021)	6,951	5,018

BALANCE SHEET

Queensland Building Services Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		5,306	5,306	5,306
Receivables	11,17,24	29,795	41,315	54,354
Other financial assets	18	131,132	139,969	149,608
Inventories	
Other		20,419	20,308	23,457
Non-financial assets held for sale	
Total current assets		186,652	206,898	232,725
NON-CURRENT ASSETS				
Receivables		83,095	76,515	84,771
Other financial assets	
Property, plant and equipment		6,548	6,743	6,918
Intangibles	12,19,25	3,501	1,355	1,695
Other		498	498	426
Total non-current assets		93,642	85,111	93,810
TOTAL ASSETS		280,294	292,009	326,535
CURRENT LIABILITIES				
Payables	13,20,26	35,381	40,314	52,706
Accrued employee benefits	14,21	7,450	3,021	2,922
Interest-bearing liabilities and derivatives	
Provisions		34,653	32,449	32,437
Other		24,272	24,325	29,431
Total current liabilities		101,756	100,109	117,496
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	15,22	2,580	3,455	3,855
Interest-bearing liabilities and derivatives	
Provisions		132,172	124,200	136,224
Other	27	1,815	1,794	1,491
Total non-current liabilities		136,567	129,449	141,570
TOTAL LIABILITIES		238,323	229,558	259,066
NET ASSETS/(LIABILITIES)		41,971	62,451	67,469
EQUITY				
Capital/contributed equity	
Retained surplus/(accumulated deficit)	16,23	41,971	62,451	67,469
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		41,971	62,451	67,469

CASH FLOW STATEMENT

Queensland Building Services Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		64,959	64,455	63,669
Grants and other contributions	
Other	28,33	53,484	68,961	67,444
Outflows:				
Employee costs		(26,357)	(28,269)	(32,031)
Supplies and services	29	(16,923)	(21,066)	(18,242)
Grants and subsidies	
Borrowing costs	
Other	30,34	(65,616)	(78,192)	(74,843)
Net cash provided by/(used in) operating activities		9,547	5,889	5,997
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	31,35,37	(34)	(219)	(2)
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(1,812)	(1,802)	(2,102)
Payments for investments	32,36,38	(7,701)	(6,317)	(3,893)
Loans and advances made	
Net cash provided by/(used in) investing activities		(9,547)	(8,338)	(5,997)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		..	(2,449)	..
Cash at the beginning of financial year		5,306	7,755	5,306
Cash transfers from restructure	
Cash at the end of financial year		5,306	5,306	5,306

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The movement is due to better than forecast investment returns as the market recovers from the global financial crisis (GFC) and an increase in reinsurance recoveries on claims following high claim approvals.
2. The movement is due to Insurance claims being higher than forecast due to licensee insolvencies.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

3. The movement is due to higher insurance premium income as a result of growth in the residential building sector.
4. The movement is due to an increase in investment income and an increase in reinsurance recoveries due to an increase in claim approvals.
5. The movement is due to insurance claims forecast to continue at higher than normal approvals resulting from licensee insolvencies.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

6. The movement is due to higher insurance premium income as a result of growth in the residential building sector.
7. The movement is due to a decrease in reinsurance recoveries as a result of lower claims approvals forecast for 2010-11.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

8. The movement is due to better than forecast investment returns as the market recovers from the GFC and increase in insurance premium revenue as a result of growth in the residential building sector.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

9. The movement is due to better than forecast investment returns as the market recovers from the GFC and an increase in insurance premium revenue as a result of growth in the residential building sector.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

10. The movement is due to better than forecast investment returns as the market recovers from the GFC and an increase in insurance premium revenue as a result of growth in the residential building sector.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

11. The movement is due to an increase in claims recoveries as a result of gross claim approvals being above forecast
12. The movement is due to limited software development and amortisation of existing software.
13. The movement is due to reinsurers' share of unearned income increased as a result of increased gross premium income and increase in approved claims outstanding following high claim approvals.
14. The movement is due to a lower than forecast staff turnover rate and lower than forecast leave taken.
15. The movement is due to forecasted increase staff leave to be taken beyond 2010.
16. The movement is due to better than forecast investment returns as the market recovers from the GFC.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

17. The movement is due to an increase in claims recoveries as a result of gross claim approvals being above forecast.
18. The movement is due to an increase in amount of funds under investment.
19. The movement is due to limited software development and amortisation of existing software.
20. The movement is due to reinsurers' share of unearned income increased as a result of increased gross premium income and increase in approved claims outstanding following high claim approvals.
21. The movement is due to a lower than forecast staff turnover rate and lower than forecast leave taken.
22. The movement is due to forecasted increase staff leave to be taken beyond 2010.
23. The movement is due to better than forecast investment returns as the market recovers from the GFC.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

24. The movement is due to an increase in claims recoveries as a result of gross claim approvals continuing above normal levels.
25. The movement is due to limited software development and amortisation of existing software.
26. The movement is due to reinsurers' share of unearned income increased as a result of increased gross premium income and increase in approved claims outstanding following high claim approvals.
27. The movement is due to a lease incentive payment received.

Cash flow Statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

28. The movement is due to better than forecast investment returns as market recovers from the GFC and an increase in reinsurance recoveries on claims following high claim approvals.
29. The movement is due to increased legal fees associated with major legal case, increased technical inspection costs as a result of increased dispute numbers and the cost of the April 2009 media campaign invoiced in August 2009.
30. The movement is due to Insurance claims being higher than forecast due to licensee insolvencies.
31. The movement is due to losses on motor vehicle trade values due to movement in vehicle types.
32. The movement is due to better than forecast investment returns as the market recovers from the GFC.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

33. The movement is due to better than forecast investment returns as the market recovers from the GFC and an increase in reinsurance recoveries on claims following high claim approvals.
34. The movement is due to Insurance claims being higher than forecast owing to licensee insolvencies.
35. The movement is due to a change in vehicle retention years and completion of new fleet trades.
36. The movement is due to better than forecast investment returns as the market recovers from the GFC.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

37. The movement is due to better than forecast investment returns as the market recovers from the GFC.
38. The movement is due to better than forecast investment returns as the market recovers from the GFC.

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Service Delivery Statements

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Department of the Premier and Cabinet Office of the Governor Public Service Commission Queensland Audit Office Department of Community Safety Department of Police Department of Justice and Attorney-General Electoral Commission of Queensland Office of the Ombudsman Public Trust Office	Department of Employment, Economic Development and Innovation Department of Infrastructure and Planning Department of Transport and Main Roads Department of Public Works	Department of Communities Department of Education and Training Department of Health Department of Environment and Resource Management Treasury Department	 Legislative Assembly of Queensland	Appendix – Discontinued performance measures



Queensland
Government

State Budget 2010–11

Service Delivery Statements

Book 2

www.budget.qld.gov.au

State Budget 2010–11

Service Delivery Statements

Book 3

2010–11 State Budget Papers

- 1. Budget Speech**
- 2. Budget Strategy and Outlook**
- 3. Capital Statement**
- 4. Budget Measures**
- 5. Service Delivery Statements**

Budget Highlights

This suite of Budget Papers is similar to that published in 2009–10.

The Budget Papers are available online at www.budget.qld.gov.au. They can be purchased through the Queensland Government Bookshop – individually or as a set – by phoning 1800 801 123 or at www.bookshop.qld.gov.au

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Service Delivery Statements

Book 3

ISSN 1445-4890 (Print)

ISSN 1445-4904 (Online)

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PART 15

Department of Communities

Summary of departmental portfolio budgets

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
3-1	Department of Communities - controlled	3,723,157	3,496,603	4,185,639
	Department of Communities - administered	268,829	270,240	290,226
3-38	Commission for Children and Young People and Child Guardian	42,162	44,506	46,930
3-48	Family Responsibilities Commission	3,850	4,116	4,284
3-58	Residential Tenancies Authority	25,318	25,867	28,730

Note:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Department of Communities has four Ministers, each with discrete portfolio responsibilities:

- Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships
- Minister for Child Safety and Minister for Sport
- Minister for Community Services and Housing and Minister for Women
- Minister for Disability Services and Multicultural Affairs.

The Ministers work closely together on issues of common interest to their portfolios.

STRATEGIC ISSUES

The department provides integrated community services and support to vulnerable and disadvantaged Queenslanders, to help build fair, cohesive and vibrant Queensland communities. In addition, the department provides services to encourage Queenslanders to lead active and healthy lifestyles—from participating in community sport and recreation activities to achieving at elite levels.

The department's whole-of-agency objectives are: better services and pathways for our clients; more inclusive, active and safe communities; a more sustainable, community service system that delivers better value; and to support priority strategies through the delivery of business enabling services.

The department has adopted a 'No Wrong Door' approach to the way services are delivered to departmental clients, particularly those with multiple and complex needs. Essentially this means adopting a client-centred focus that considers the range of client needs holistically and then working collaboratively across the department and with other government and non-government providers to provide more integrated services. A program is being implemented to enable the 'No Wrong Door' approach to be embedded across the organisation. It is focussed on ensuring more streamlined and easier pathways to services and more effective utilisation of information and communication technology systems that support coordinated service delivery.

Factors that impact on the department's services include: increasing expectations for better access to quality services; increasing demand and cost of service provision; population growth and changing client demographics; the gap in life outcomes and opportunities between Indigenous and non-Indigenous Queenslanders; and major national reforms agreed to by the Council of Australian Governments.

The department's key policy and service priorities in 2010-11 are:

- contributing to the achievement of the following *Toward Q2: Tomorrow's Queensland* ambitions and targets by:
 - leading the development of a whole-of-Government target delivery plan to increase the level of volunteering in communities to achieve the target:
 - Fair – *Increase by 50 per cent the proportion of Queenslanders involved in their communities as volunteers.*

- contributing to the target delivery plans relating to:
 - Healthy – *Cut by one-third obesity, smoking, heavy drinking and unsafe sun exposure;*
 - Healthy – *Shortest public hospital waiting times in Australia;*
 - Fair – *Halve the proportion of Queensland children living in households without a working parent;*
 - Smart – *Three out of four Queenslanders will hold trade, training or tertiary qualifications;*
 - Smart – *All children will have access to a quality early childhood education so they are ready for school; and*
 - Green – *Protect 50 per cent more land for nature conservation and public recreation.*
- implementing national agreements and partnership commitments, particularly in areas with significant investments such as disability services, homelessness, social housing and remote Indigenous housing
- ‘closing the gap’ by working with Aboriginal and Torres Strait Islander Queenslanders to drive reform in service delivery, infrastructure and planning in communities
- supporting Queensland’s vulnerable individuals, children and families through earlier intervention strategies and better access to support services
- driving policy and service reform to strengthen Queensland’s human service system and working with the non-government sector to implement the Queensland Compact.

2010-11 HIGHLIGHTS

The non-government sector delivers valuable services to a diverse range of people in the community on behalf of the Government. In 2010-11, the department will provide indexation on a range of existing ongoing operational grants to funded organisations at a rate of 3.25%, in recognition of the increased cost of service delivery.

Aboriginal and Torres Strait Islander Services

The 2010-11 Budget includes funding of \$2.2 million in 2010-11 to continue the Queensland Indigenous Alcohol Diversion Pilot Program to provide Aboriginal and Torres Strait Islander people, charged with an alcohol-related offence, with the opportunity to access alcohol treatment services. The program is also available to parents whose alcohol use adversely impacts on their ability to protect their children.

In 2010-11, the department will:

- continue implementation of the Cape York Welfare Reforms, focusing on initiatives to improve parental and social responsibility
- work in partnership with Aboriginal and Torres Strait Islander Queenslanders and the Queensland and Australian Governments to ‘close the gap’ on Indigenous disadvantage
- implement a coordinated planning approach, in conjunction with Housing and Homelessness Services, through the Remote Indigenous Land and Infrastructure Program Office to deliver better housing and development opportunities for Indigenous communities
- implement the Queensland Indigenous Urban and Regional Strategy to overcome Indigenous disadvantage and improve outcomes for Indigenous Queenslanders
- develop, in collaboration with the Department of Justice and Attorney-General and other key departments, a new Aboriginal and Torres Strait Islander justice strategy.

Child Safety Services

The 2010-11 Budget includes:

- \$55 million over four years, allocated to Child Safety Services and Community and Youth Justice Services, to pilot a new early intervention and prevention initiative, Helping out Families, in Logan, Gold Coast and Beenleigh/Eagleby. In 2010-11, funding for this initiative includes:
 - \$4.8 million for intensive family support services, in-home care and brokerage;
 - \$2.5 million to fund a health home visiting program for all children aged zero to three years in these locations;
 - \$1.6 million for more domestic and family violence prevention services;
 - \$0.85 million to set up a Family Support Alliance; and
 - \$0.2 million to streamline referrals for vulnerable families.
- increased recurrent funding of \$3 million from 2010-11 to recruit additional frontline staff in high demand areas
- increased recurrent funding of \$2 million, provided from 2011-12, for intensive therapeutic health services for more than 60 additional children and young people each year with complex and extreme needs in the child protection system.

In 2010-11, the department will:

- redirect existing funding of \$8.5 million to implement 11 new Aboriginal and Torres Strait Islander family support services across the State
- implement regional intake services in each of the department's seven regions to enhance client services
- continue construction activities and establishment of Safe Houses in the Indigenous communities of Palm Island, Mornington Island and Napranum and continue community consultation and planning for additional Safe Houses in eastern Cape York, the Torres Strait Islands and the Northern Peninsula Area to provide a safe place for children in the statutory child protection system to remain in their communities while their longer term needs are being assessed
- establish a therapeutic residential care service in Morayfield for young people with complex and extreme support needs.

Community and Youth Justice Services

As part of the \$55 million over four years to pilot the Helping out Families initiative (noted above), in 2010-11, Community and Youth Justice Services will deliver the \$4.8 million program for intensive family support services, in-home care and brokerage, and \$1.6 million for more domestic and family violence prevention services.

The 2010-11 Budget also includes:

- \$3 million under the Sustainable Resource Communities funding initiative to purpose build the Moranbah Youth Centre, to provide a safe and suitable location for youth services, activities and programs
- \$2.6 million under the Sustainable Resource Communities funding initiative to replace the Chinchilla Community Centre.

In 2010-11, the department will:

- allocate \$83 million to continue the expansion of the Cleveland Youth Detention Centre in Townsville to a 96-bed facility with completion scheduled for 2012-13
- continue to fund Foodbank Queensland (\$0.75 million recurrently) to provide vulnerable Queenslanders with food assistance each week, through the distribution of surplus food to 300 charitable organisations and community groups
- continue the implementation of the Youth Housing and Reintegration Services, including After Care Services, in six locations, to assist at risk young people to secure accommodation, education and employment
- finalise a review of the *Domestic and Family Violence Protection Act 1989* to ensure the legislation is effective in protecting victims of domestic and family violence and in holding perpetrators accountable for their behaviour
- implement the new Seniors' Strategy and Action Plan, to improve services to Queensland seniors
- lead the implementation of the whole-of-Government plan to increase the level of volunteering in communities.

Disability and Community Care Services

The 2010-11 Budget provides \$1.612 billion in recurrent funding for specialist disability services, non-clinical mental health services and home and community care services:

- \$1.054 billion for specialist disability services
- \$528.7 million for home and community care services
- \$28.6 million for non-clinical mental health services.

The 2010-11 Budget includes an increase of \$12.5 million in recurrent funding, rising to \$20 million each year from 2011-12, for specialist disability support services including:

- \$4.4 million (\$21.5 million over four years) to support more young people with a disability leaving school or the child protection system to acquire the skills and support needed to live as independently as possible in the community
- \$3.2 million (\$27.8 million over four years) to assist more people with spinal cord injuries in hospitals across the State to return to their community
- \$2.9 million (\$13.1 million over four years) to provide early intervention and support services to more children with a disability and their families
- \$1 million (\$6.1 million over four years) to expand the Community Living initiative to enable more people with a disability to live as independently as possible
- \$1 million (\$4 million over four years) for two specialist intensive early intervention services in the Bundaberg and Mackay regions to assist children with Autism Spectrum Disorder improve their social and educational outcomes.

In 2010-11, the department will:

- consult throughout Queensland on a draft 10 year plan to support Queenslanders with a disability
- improve access to information, pathways and support to children with a disability and their families through the implementation of *Building Bright Futures: an action plan for children with a disability – birth to eight years 2010-2013*
- allocate funding of \$23 million to continue capital upgrades to infrastructure and construct purpose-built accommodation as part of a targeted response under the Positive Futures initiative for people with an intellectual and/or cognitive disability who exhibit severely challenging behaviours

- provide funding of \$1.9 million for the Housing and Support Program to support people with a mental illness living in the community
- allocate, under the Disability Assistance Package, \$36 million in recurrent funding (including \$18 million from the Australian Government) and \$9.3 million in capital (from a total of \$18.3 million received from the Australian Government) to increase specialist disability support
- allocate funding of \$15.7 million and \$0.5 million equity to assist younger people with a disability in, or at risk of entering, residential aged care to access more appropriate supported accommodation alternatives under the Younger People in Residential Aged Care initiative, including \$1 million for the Wesley Mission to support residents in the new Youngcare apartments being constructed on the Gold Coast
- continue implementing the Growing Stronger reforms to strengthen support for people with a disability by delivering intake, support and service linking processes for mainstream and specialist disability services
- allocate funds of \$528.7 million under the Home and Community Care (HACC) program to support frail, older people and younger people with disabilities to live independently in their own homes and communities with access to home support, home modifications and transport services.

Housing and Homelessness Services

In 2010-11, the department will continue to increase and improve social housing (including housing in remote Indigenous communities), respond to homelessness issues and deliver housing related assistance to low-to-moderate income earners in the private market.

The department will drive investment in social housing, remote Indigenous housing and homelessness through a combination of funding from the Australian Government under the National Affordable Housing Agreement and through various specific purpose National Partnership Agreements. Funding is also provided by State grants including the Queensland Future Growth Fund and from the revenue generated from property assets.

In 2010-11, the department will allocate:

- \$48.7 million under the Homelessness National Partnership Agreement (including \$39.6 million provided by the Australian Government) to assist people who are homeless or at risk of homelessness
- \$674.9 million (including \$410.6 million from the Nation Building and Jobs Plan and \$38.5 million from the Social Housing National Partnership Agreement) for the provision of Government-managed social housing to commence construction of 927 and complete 1,992 rental units, purchase 103 rental units, purchase and develop land and enhance the condition of existing social housing
- \$236.7 million (including \$177.2 million from the Nation Building and Jobs Plan) for the provision of community-managed social housing to commence construction of 565 and complete 1,098 rental units, purchase 15 rental units, purchase and develop land and enhance the condition of existing social housing
- \$183.1 million for Indigenous community housing and homelessness programs (including \$81.2 million from the Remote Indigenous Housing National Partnership Agreement) to construct 151 new rental units, upgrade 984 rental units and maintain approximately 4,251 rental units, to improve the standard and supply of housing in the 34 Indigenous communities

- \$188.5 million for repairs and maintenance to maintain the standard and amenity of social housing dwellings.

In addition, the department will provide Bond Loans to 17,000 households at a cost of \$17 million to support access to the private rental market.

A coordinated planning approach is being implemented, in conjunction with Aboriginal and Torres Strait Islander Services, through the Remote Indigenous Land and Infrastructure Program Office to deliver better housing and development opportunities for Indigenous communities.

Multicultural Services

In 2010-11, the department will:

- develop a new multicultural policy following State-wide consultations
- provide a range of grant programs worth \$3.4 million to deliver events and programs that recognise Queensland's cultural diversity. This includes ongoing funding for 19 positions in non-government organisations, 15 positions in local government and one coordinator in the Local Government Association of Queensland to improve access to services for people from culturally diverse backgrounds.

Sport and Recreation Services

The 2010-11 Budget includes:

- \$3 million in 2010-11 and an additional \$1.6 million in 2011-12 under the Sustainable Resource Communities funding initiative to the Western Downs Regional Council to refurbish the Dalby Aquatic Centre, including replacement of the existing pool with a 25 metre eight lane pool, a 16 metre six lane pool and amenities
- \$0.63 million in 2010-11 (as part of an overall allocation of \$1.1 million) to Townsville City Council for improved public amenities for the Townsville 400 V8 Supercar event.

In 2010-11, the department will:

- increase participation in sport and recreation through the administration of a new suite of sport and recreation funding programs designed to create jobs, help build infrastructure, support volunteers and deliver initiatives to encourage Queenslanders to be more active. The programs provide \$138 million over three years and include: \$18 million Sport and Recreation Active Inclusion Program; \$51.5 million Sport and Recreation Infrastructure Program; \$38 million Local Sport and Recreation Jobs Plan; \$27.6 million State Sport and Recreation Organisation Development Program
- promote and support active, healthy and socially inclusive communities through the development of sport and recreation activities, programs and facilities and supporting Queensland's elite athletes.

Women's Services

In 2010-11, the department will:

- support women to achieve economic and financial security, with a primary focus on increasing employment opportunities and keeping women, particularly disadvantaged and Indigenous women, in the workforce
- promote opportunities for women's leadership and participation in the community.

RECENT ACHIEVEMENTS

Aboriginal and Torres Strait Islander Services

In 2009-10, the department:

- continued to drive the national Indigenous reform agenda in line with the Queensland Government commitment to ‘close the gap’ on Indigenous disadvantage. Queensland’s contribution includes the roll out of two joint government regional operation centres to coordinate Australian and Queensland Government services in six remote communities and implementation of the Remote Service Delivery National Partnership Agreement
- established the Remote Indigenous Land and Infrastructure Program Office in Cairns, in conjunction with Housing and Homelessness Services, to assist in removing impediments to housing development in discrete Indigenous communities. Land and Infrastructure Plans have been developed for 14 communities with the remaining two on track for finalisation by the end of June 2010
- finalised 98% of payments under the Indigenous Wages and Savings Reparations Scheme, paying out \$15.6 million in total to 5,639 eligible claimants (as at 5 May 2010) in the second stage of this process
- continued to implement the Cape York Welfare Reform Trial and alcohol reform initiatives in discrete Indigenous communities, including funding of parenting services in each of the Cape York Welfare Reform communities and providing ongoing support to the Family Responsibilities Commission
- supported the Queensland Aboriginal and Torres Strait Islander Advisory Council to develop a preamble to the Queensland Constitution, recognising Aboriginal and Torres Strait Islander peoples. The Preamble, adopted in full without amendment, was passed by Queensland Parliament in February 2010
- launched the whole-of-Government Reconciliation Action Plan.

Child Safety Services

In 2009-10, the department:

- provided increased funding of \$2 million to Family Intervention Services to provide critical support to families experiencing crisis and reduce the number of children entering care, bringing the total investment for this service to \$15 million per annum in 2009-10
- expended capital funding of \$5.6 million to establish, construct and maintain Safe Houses in the Indigenous communities of Aurukun, Doomadgee, Pormpuraaw, Kowanyama, Napranum, Yarrabah and Palm Island to provide a safe place for Indigenous children and young people
- commenced establishment of Indigenous coaching and mentoring services for young people and their families in South West Queensland to reduce the number of children and young people entering the statutory child protection and youth justice systems, as part of the Prevention and Early Intervention Incentives Pool
- advertised the availability of new placement funding to improve the diversity and stability of placements for children in care. The process commenced in late November 2009 and is expected to be finalised by July 2010, with new services progressively commencing from June 2010
- implemented adoption law reforms to ensure the wellbeing and best interests of adopted young people are met and launched Queensland’s first post adoption support service
- implemented carer recruitment and retention plans across Queensland to increase the number and diversity of placement options for children.

Community and Youth Justice Services

In 2009-10, the department:

- expended \$31.6 million for the expansion of the Cleveland Youth Detention Centre in North Queensland, with full expansion to be completed in 2012-13
- developed a comprehensive cross-government Seniors Strategy and Action Plan as a critical component in planning and providing for Queensland Seniors
- provided a further \$0.61 million for youth justice conferencing to address increased demand for this successful diversionary program
- implemented amendments to the *Juvenile Justice Act 1992* (now renamed the *Youth Justice Act 1992*) to support victims of crime, address the factors that lead to offending by young people and meet community expectations of the youth justice system
- commenced implementation of the Youth Housing and Reintegration Services as part of the Government's Implementation Plan for the National Partnership Agreement on Homelessness, to assist young people exiting the child protection system and leaving youth detention who are homeless or at risk of homelessness
- commenced implementation of the Youth Enterprise Partnership to improve economic and social outcomes for young people who have recently entered the youth justice system and are at risk of further offending, are homeless or are at risk of homelessness, as part of the Prevention and Early Intervention Incentives Pool
- provided \$0.92 million to commence the trial of a new integrated approach to preventing domestic and family violence in Rockhampton, linking service provision in assessments, planning and management of domestic and family violence cases, as part of the Prevention and Early Intervention Incentives Pool
- provided \$11 million for a range of intensive family support programs for vulnerable families with complex needs including Referral for Active Intervention services and Specialist Counselling Services
- continued the lead agency role to meet the *Toward Q2: Tomorrow's Queensland* target, Fair - Increase by 50 per cent the proportion of Queenslanders involved in their communities as volunteers.

Disability and Community Care Services

In 2009-10, the department:

- provided \$25.6 million to progress the Positive Future reforms to deliver positive behaviour support systems and safeguard the rights of people with an intellectual or cognitive disability and severely challenging behaviours
- provided \$14.1 million under the Younger People in Residential Aged Care initiative to support younger people with a disability in, or at risk of entering, residential aged care with more appropriate alternatives
- provided \$5 million to transition people with a disability to sustainable accommodation and support services
- provided an additional \$3.7 million for young people through the post school support program
- provided \$9.7 million to progress Growing Stronger reforms that will deliver a fairer, more sustainable specialist disability service system
- provided \$4.1 million in Disability Assistance Package capital funding (from a total of \$18.3 million from the Australian Government) to provide new housing, for people with a disability, over half of whom have older carers
- provided \$2 million for early intervention for children with autism (zero to six years) including the new Autism Queensland *Early Intervention Centres of Excellence* at Edmonton and Rockhampton

- provided \$3 million for early intervention for children with a physical disability (zero to eight years)
- provided \$0.52 million to pilot a brokerage model of self-directed funding for families of children with a disability and young adults with a disability as part of the Prevention and Early Intervention Incentives Pool
- delivered non-clinical community mental health services through \$28.3 million recurrent funding, including the Time Out Houses pilot to be established in Cairns and Logan, to support young people experiencing early symptoms of mental health problems (as part of the Prevention and Early Intervention Incentives Pool), and the Consumer Operated Services program to provide flexible peer support services to people requiring crisis intervention
- provided \$437.1 million for the Home and Community Care (HACC) program to support frail, older people and younger people with disabilities to live independently in their own homes and communities with access to home support, home modifications and transport services.

Housing and Homelessness Services

In 2009-10, the department:

- provided \$36.4 million under the Social Housing National Partnership Agreement to purchase land for new construction projects, commence construction of 217 new social housing rental units and complete construction of 79 new social housing rental units
- expended \$120.3 million on Indigenous community housing and homelessness programs (including Remote Indigenous Housing National Partnership Agreement funding) to assist Indigenous councils to provide housing services, including asset management and tenancy management of 176 new dwellings (including 81 purchased outside of communities), upgrade of 353 rental units and maintain 4,160 rental units. The department also continued tenancy management for nine communities
- provided \$22 million under the Homelessness National Partnership Agreement (including \$15.5 million from the Australian Government) to purchase 23 dwellings and support the implementation of the Street-to-Home initiatives for people who are chronically homeless, provide support for tenants to sustain their tenancies, and assist people leaving child protection services, correctional and health facilities
- provided \$407.3 million under the Nation Building and Jobs Plan to purchase land for new construction projects, commence construction of 3,000 new social housing rental units and complete over 300 new social housing rental units. In addition, \$42.3 million was expended under this initiative on repairs and maintenance to existing social housing rental units
- provided \$154.1 million for repairs and maintenance to sustain the standard and amenity of social housing rental units
- provided \$0.35 million to approved participants through the National Rental Affordability Scheme with the Australian Government to improve the affordability of 350 new dwellings with rents at least 20 per cent below market rates
- provided Bond Loans to 17,000 households at a cost of \$17 million to support access to the private rental market
- established the Remote Indigenous Land and Infrastructure Program Office in Cairns, in conjunction with Aboriginal and Torres Strait Islander Services, to assist in removing impediments to housing investment and development opportunities in discrete Indigenous communities.

Multicultural Services

In 2009-10, the department:

- provided advice on multicultural issues and coordinated multicultural policy and planning across Government
- provided \$2.9 million to promote positive community relations to enhance our cultural diversity through:
 - 98 projects and events under the Multicultural Assistance Program;
 - 15 partnerships with local councils and the Local Government Association of Queensland, under the Local Area Multicultural Partnerships initiative;
 - workers in 17 organisations funded through the Community Action for a Multicultural Society initiative; and
 - increased funding to the Ethnic Communities Council of Queensland to support their role as a peak body.
- consulted with Queenslanders through 25 community forums to review and strengthen the Government's Multicultural Policy.

Sport and Recreation Services

In 2009-10, the department:

- redesigned the suite of sport and recreation funding programs to encourage increased participation in sport and recreation, volunteer development, job creation and capacity building of 'grass roots' clubs
- provided \$41.1 million for infrastructure and minor capital works to encourage and support increased participation in sport and recreation
- provided \$27.8 million to increase participation, provide education and training, develop and recruit volunteers and support young athletes to attend State, national and international competitions
- contributed \$1.8 million to acquire the site for a new trail bike facility at Wyaralong Dam and support new facilities on private landholdings to cater for trail bike riding and off road vehicles
- supported the Gold Coast stadium redevelopment, with completion expected in mid-2011
- delivered a range of forums, workshops and sports clinics to develop skills, provide participation opportunities and encourage lifelong participation in sport and recreation
- supported Queensland's elite athletes to prepare for the 2010 Delhi Commonwealth Games.

Women's Services

In 2009-10, the department:

- outposted six staff in Government agencies to drive the Government's commitment to women's employment, education and training and conditions for women in the workforce
- delivered a range of events, seminars and workshops to women, including: the first Queensland Indigenous Women's gathering, community leadership seminars, and accredited mentoring training for Indigenous women and girls
- provided a referral service and information about community services and Government agencies supporting women to 68,500 Queenslanders through Women's Infolink and Find a Service.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

The department is committed to achieving the Queensland Government's ambitions of a fair, healthy, smart and green Queensland, as outlined in *Toward Q2: Tomorrow's Queensland*. It does this through the following services:

- Aboriginal and Torres Strait Islander Services, including leading reforms to reduce the gap in life outcomes for Indigenous Queenslanders, working with Aboriginal and Torres Strait Islander Queenslanders to affirm their cultures and assisting all Queenslanders to benefit from reconciliation
- Child Safety Services, including leading the provision of services to ensure the safety of children and young people who have been harmed or who are at risk of harm, enhancing the wellbeing of children in its care and administering adoption legislation in Queensland
- Community and Youth Justice Services, including leading integrated service delivery to support vulnerable individuals, families and communities, providing effective youth justice services and encouraging seniors to participate in their community
- Disability and Community Care Services, including leading integrated service delivery to assist people with a disability, people with a mental illness and people who are ageing to participate in their community
- Housing and Homelessness Services, including providing integrated social housing and housing services to low-to-moderate income families and individuals and providing assistance to people who are homeless or at risk of homelessness
- Multicultural Services, including providing advice on multicultural issues, coordinating multicultural policy and planning across Government, and promoting positive community relations to enhance our cultural diversity
- Sport and Recreation Services, including services to encourage Queenslanders to lead active and healthy lifestyles from participating in community sport and recreation activities, to achieving at elite levels
- Women's Services, including strategy and policy coordination and advice to Government on issues affecting women, with a view to improving the economic security and health and wellbeing of women in Queensland.

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services				
Aboriginal and Torres Strait Islander Services		241	268	268
Child Safety Services	2	2,428	2,548	2,584
Community and Youth Justice Services		1,774	1,770	1,862
Disability and Community Care Services		3,162	3,320	3,382
Housing and Homelessness Services		1,334	1,377	1,355
Multicultural Services		26	30	30
Sport and Recreation Services	3	369	315	319
Women's Services		29	29	29
Total	4	9,363	9,657	9,829

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The 2009-10 Estimated actual is higher than the 2009-10 Budget mainly due to the reallocation of corporate FTEs.
3. The 2009-10 Estimated actual is lower than the 2009-10 Budget mainly due to the 2009-10 Budget figure being based on positions, whereas the 2009-10 Estimated actual is based on actual FTEs.
4. Corporate FTEs are allocated across the services to which they relate.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Aboriginal and Torres Strait Islander Services	97,685	69,437	28,365	120	338
Child Safety Services	695,894	694,370	1,134	280	110
Community and Youth Justice Services	403,048	386,642	891	4,611	10,903
Disability and Community Care Services	1,611,528	1,042,871	423	543,497	1,700
Housing and Homelessness Services	1,203,980	263,059	332,680	537,222	34,081
Multicultural Services	9,335	9,299	16	..	20
Sport and Recreation Services	159,129	151,486	5,309	..	2,334
Women's Services	5,040	5,040
Total	4,185,639	2,622,204	368,818	1,085,730	49,486

Note:

1. Explanations of variances are provided in the financial statements.

ADMINISTERED ITEMS

Administered activities are those undertaken by the department on behalf of the Government.

DESCRIPTION

The department administers funds on behalf of the State which includes Stadiums Queensland to support the maintenance and operation of its eight international standard sporting and entertainment facilities.

The department also administers funding on behalf of the Government to reimburse providers for concessions to eligible pensioners and seniors for rates, electricity, water, reticulated natural gas and rail and also disburses electricity life support concessions to eligible persons.

The Electricity Rebate Scheme and Electricity Life Support Concession Scheme will increase in 2010-11 in line with the change in the Benchmark Retail Cost Index, as set by the Queensland Competition Authority.

In 2010-11, the Government will provide additional funding of \$1.4 million (\$6.7 million over four years) to establish the Medical Cooling and Heating Electricity Concession Scheme (administered by the department) to provide a rebate for eligible concession card holders with a medical condition who have a dependence on electricity for air conditioning to regulate body temperature.

Financial statements and variance explanations in relation to Administered items appear in the Departmental Financial Statements.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Aboriginal and Torres Strait Islander Services				
Number of clients provided with access to family and community records	1	800	900	800
Level of key stakeholder satisfaction with the department's support for engagement processes	2	New measure	New measure	75%
By 2012-13, all discrete Indigenous communities will have finalised Statutory Planning Policy compliant planning schemes and, where required, township Indigenous Land Use Agreements, with surveying work commencing in 2010-11	3	New measure	New measure	25%
No of Ministerial Indigenous Roundtables, Queensland Aboriginal and Torres Strait Islander Advisory Council meetings and Negotiation Tables, led by AT SIS, with key stakeholders to develop strategic policy positions, to progress initiatives, and to improve service delivery	4	New measure	New measure	21
State contribution (\$000)	5,6	52,460	60,867	69,437
Other revenue (\$000)		29,789	29,273	28,823
Total cost (\$000)	7	83,198	89,077	97,685
Service: Child Safety Services				
Services for children and young people at risk				
Number of intakes	8	81,600	92,100	101,800
Number of notifications requiring investigation	9,10	25,600	23,400	23,400
Rate of notifications per 1,000 children (0-17 years of age)	9	New measure	New measure	19.3
Number of substantiations	10,11	8,000	7,100	7,000
Rate of substantiated harm per 1,000 children (0-17 years of age)	12	6.9	6.1	5.8
Services for young people in care				
Admissions to protective orders	13	New measure	New measure	8,000
Number of children subject to ongoing intervention:				
• Number of children subject to child protection orders	14	New measure	New measure	8,600
• Number of children subject to intervention with parental agreement	14	New measure	New measure	3,310

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
• Total number of children subject to ongoing intervention	14	New measure	New measure	11,910
Number of children living away from home, by placement type:				
• Approved foster care	15,16	New measure	New measure	4,390
• Approved kinship care	15,17	New measure	New measure	2,500
• Other	15,18	New measure	New measure	970
• Total		7,630	7,690	7,860
Rate of children subject to protective orders per 1,000 children (0-17 years of age)	19,20	7.1	7.4	7.5
Percentage of all children subject to protective orders who are Aboriginal or Torres Strait Islander children	19	32%	36%	36%
Percentage of Aboriginal and Torres Strait Islander children placed with kinship or Indigenous carers	21	61%	55%	55%
Ratio of children and young people in home-based care to the number of carer families	22	1.7	1.7	1.7
Adoption services				
Number of expressions of interest received for local and inter-country adoption	23	New measure	New measure	110
Number of assessments for prospective adoptive parents completed	24	New measure	New measure	90
Number of applications for information received	25	600	900	700
State contribution (\$000)	26	634,166	636,196	694,370
Other revenue (\$000)	27	3,808	2,038	1,524
Total cost (\$000)	26	637,974	638,234	695,894

Service: Community and Youth Justice Services

Support for communities and individuals

Number of calls to the *dvconnect* helpline

45,000

46,746

45,000

Number of concession services provided for eligible Queenslanders

28

900,000

1,010,000

1,020,000

Support for young people

Number of young Queenslanders participating in The Duke of Edinburgh's Award and Bridge Award Programs

29

6,000

6,500

6,500

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Average daily number of young people in detention	30	150	145	150
Rate per 1,000 young people in detention	31	0.37	0.35	0.35
Average daily number of Aboriginal and Torres Strait Islander young people in detention	30	85	87	92
Rate per 1,000 Aboriginal and Torres Strait Islander young people in detention	31	3.5	3.3	3.5
Number of referrals for young people dealt with through youth justice conferencing	32	2,108	2,471	2,400
Number of referrals for Aboriginal and Torres Strait Islander young people dealt with through youth justice conferencing	32	600	683	600
Percentage of youth justice conferencing participants (including the victim) that are satisfied with the outcome	33	95%	98%	95%
Percentage of young people referred by the court who successfully complete their conditional bail program	34	65%	62%	65%
Percentage of young Aboriginal and Torres Strait Islanders referred by the court who successfully complete their conditional bail program	34	60%	58%	60%
Percentage of community service orders for young people that are successfully completed	35	80%	95%	95%
Percentage of community service orders for young Aboriginal and Torres Strait Islanders that are successfully completed	35	75%	90%	90%
Support for seniors' participation				
Percentage of eligible persons (60 years of age and over) who are current holders of a Seniors Card or a Seniors Business Discount Card		75%	77%	78%
Number of Aboriginal and Torres Strait Islander Seniors Card holders		2,000	2,145	2,000
Number of business outlets participating in the Seniors Discount Scheme	36	10,000	8,856	10,000
Increasing volunteering				
Percentage of Queenslanders involved in their communities as volunteers	37	New measure	New measure	*

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Community participation				
Number of households supported through family support networks coordinated by Community Participation Programs in areas where the programs operate	38	New measure	New measure	500
Number of coordination and network development activities which were undertaken by Community Participation Programs to improve homelessness service system planning and coordination	39	New measure	New measure	500
State contribution (\$000)	40,41	367,582	323,178	386,642
Other revenue (\$000)	42	57,932	17,733	16,405
Total cost (\$000)	42,40,41	425,111	340,886	403,048

Service: Disability and Community Care Services

Accommodation support services

Number of unique service users of funded accommodation support services	43	6,727-7,073	6,700	6,730-7,070
Number of accommodation support services received by service users		7,513-7,899	7,640	7,650-8,050
Satisfaction of service users with accommodation support services	44	85%-90%	80%	80%-85%
Percentage of service providers that remain certified or achieve recertification under the Disability Sector Quality System within the specified timeframe	45	100%	100%	100%
Percentage of complaints that have been responded to within agreed timelines	46	75%	90.1%	80%
Percentage of grants budget committed		100%	100%	100%
Government expenditure per person receiving funded accommodation support service	43	\$55,547-\$59,567	\$67,275	\$68,680-\$83,940

Community services

Number of service users receiving services through the Local Area Coordination services		1,140-1,180	1,200	1,250
Number of unique service users of funded community support services	43	14,137-14,862	15,550	15,600-16,280
Number of community support services received by service users		25,837-27,162	27,100	27,150-28,650
Number of unique service users of funded community access services	43	9,360-9,480	9,480	9,500-9,750
Number of community access services received by service users		12,188-12,813	11,370	11,460-11,790
Satisfaction of service users with community support services		75%-80%	66%	75%-80%

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Satisfaction of service users with community access services		80%-85%	76%	80%-85%
Percentage of service providers that remain certified or achieve recertification under the Disability Sector Quality System within the specified timeframe	45	100%	100%	100%
Percentage of complaints that have been responded to within agreed timelines	46	75%	90.1%	80%
Percentage of grants budget committed		100%	100%	100%
Government expenditure per person receiving funded community support services	43	\$9,464- \$10,150	\$8,970	\$9,480- \$10,170
Government expenditure per person receiving funded community access services	43	\$17,021- \$18,256	\$17,530	\$18,650- \$20,000
Respite services				
Number of unique service users of funded respite services	43	5,070- 5,330	5,400	5,500- 5,660
Number of respite services received by service users		7,508- 7,893	7,850	7,900- 8,190
Satisfaction of service users with respite services		80%-85%	81%	80%-85%
Percentage of service providers that remain certified or achieve recertification under the Disability Sector Quality System within the specified timeframe	45	100%	100%	100%
Percentage of complaints that have been responded to within agreed timelines	46	75%	90.1%	80%
Percentage of grants budget committed		100%	100%	100%
Government expenditure per person receiving funded respite service	43	\$13,497- \$14,549	\$13,590	\$14,980- \$15,750
Community and home care				
Service category 1 – Home Support Services – number of hours	47	5,268,539	5,384,946	5,614,699
Service category 2 – Coordinated Care services – number of hours	47	334,997	291,985	398,675
Service category 3 – Clinical and Specialist Care – number of hours	47	1,189,346	1,201,554	1,277,102
Service category 4 – Centre-based day care – number of hours	47	3,890,555	3,936,031	4,077,903
Service category 5 – Home modifications – cost of modifications	48	New measure	New measure	\$9,742,033

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service category 6 – Meals – number of meals	47	2,314,218	2,367,894	2,394,798
Service category 7 – Transport – number of trips	47,49	951,324	1,094,150	1,057,190
Number of Home and Community Care service provider organisations reviewed using the National Service Standards Instrument	50	125	233	422
Percentage of Australian Government Home and Community Care reporting obligations met within specified timeframes		100%	100%	100%
Number of support hours provided by Transitional Recovery Programs	51	New measure	New measure	162,890
Number of places provided by Transitional Recovery Programs	51	New measure	New measure	531
Number of places provided by Housing and Support Programs		New measure	New measure	215
Number of hours of support through Community Mental Health Intervention Programs		New measure	New measure	71,804
State contribution (\$000)	52,53	906,607	885,387	1,042,871
Other revenue (\$000)	52,54	492,519	450,650	545,620
Total cost (\$000)	52,53	1,399,127	1,378,020	1,611,528

Service: Housing and Homelessness Services

Housing

Number of new households assisted in social rental housing	55,56	6,680	6,466	9,130
Total number of households assisted in social rental housing	56	65,900	66,270	69,040
Percentage of new households assisted in Government-managed social housing who were in very high or high need	57	New measure	New measure	95%
Total number of households assisted in Indigenous communities tenancy managed by the Department of Communities		New measure	New measure	3,375
Number of applications on the Housing Register eligible for long-term social housing	58	21,000	28,300	30,000
Percentage of Indigenous applications on the Housing Register eligible for Long Term Social Housing	59	12%	15%	15%

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of Indigenous households in Government-managed social housing	60	12.2%	12.9%	13.2%
Percentage of registered providers meeting prescribed requirements under the <i>Housing Act 2003</i> and the <i>Housing Regulation 2003</i>	61	New measure	New measure	95%
Percentage of departmentally owned social rental housing dwellings in acceptable condition	56,62	98%	98%	98%
Average wait time to allocation for assistance (months) with Government-managed social housing	63	19	12	11
Percentage of dwellings in regional and remote locations:				
• Government-managed social housing		35%	35%	35%
• Non-Government-managed social housing	64	61%	60%	60%
Total average concession	65	\$6,572	\$7,115	\$7,253
Average tenancy and property management administration cost per households assisted	66	\$1,119	\$1,107	\$1,185
Total number of households assisted in discrete Indigenous communities	67	4,336	4,160	4,251
Number of Indigenous communities tenancy managed by the Department of Communities	68	10	9	32
Number of dwellings delivered through the capital program to Indigenous communities	69	196	176	151
Percentage of overcrowding in Indigenous communities dwellings on tenancy managed communities		New measure	New measure	24%
Average maintenance per dwelling in Government-managed social housing	70	*	\$2,724	\$3,235
Number of new households assisted in private market assistance	71	147,415	155,527	153,551
Total number of households assisted in private market assistance	72	176,953	183,029	184,838
Level of Client Satisfaction:				
• Bond Loans	73	*	*	95%
• Home Assist Secure	74	*	*	*
• Tenant Advice and Advocacy Service	74	*	*	*
• Home Purchase Assistance	74	*	*	*
• Social Rental Housing	75	*	*	75%

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of home loan offers proceeding to approval		25%	25%	25%
Percentage of assistance in regional and remote locations:				
• Private rental		45%	45%	45%
• Home Assist Secure		50%	50%	50%
• Tenant Advice and Advocacy Service		25%	25%	25%
• Home Loans		35%	35%	35%
Average Bond Loan assistance		\$1,000	\$1,000	\$1,000
Average Home Assist Secure assistance		\$257	\$267	\$278
Homelessness				
In specialist homelessness services, the percentage of closed support periods where all of the client's case management goals were achieved	76	33%	36%	38%
In specialist homelessness services, the percentage of closed support periods where clients exit to independent accommodation		New measure	New measure	80%
Total number of households assisted with crisis housing		8,905	8,900	8,900
Total number of clients supported		New measure	New measure	21,700
Percentage of dwellings in regional and remote locations - Crisis accommodation	77	57%	49%	50%
Percentage of departmentally owned Crisis Accommodation Program dwellings in acceptable condition	62	New measure	New measure	83%
<hr/>				
State contribution (\$000)	78,79,80	210,873	190,904	263,059
Other revenue (\$000)	81,82,83	808,995	731,207	903,983
Total cost (\$000)	84,85,86	1,073,852	920,302	1,203,980
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Service: Multicultural Services				
Number of consultations with multicultural leaders, community groups and organisations	87	30	90	90
Number of grants provided through the annual grants round		New measure	New measure	95
Number of people participating in Multicultural Affairs Queensland sponsored festivals and events		New measure	New measure	550,000
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State contribution (\$000)	88,89	9,172	8,182	9,299
Other revenue (\$000)		94	34	36
Total cost (\$000)	88,89	9,267	8,216	9,335

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Sport and Recreation Services				
Percentage of athletes selected for national teams from the Queensland Academy of Sport	90	25%	26%	25%
Participation in departmental sport and active recreation programs:				
• Percentage of Queensland schools accessing the department's sport and active recreation programs	91	50%	64%	60%
Participant satisfaction with the department's sport and active recreation programs		85%	94%	90%
Total investment in sport and active recreation in Queensland for:				
• Infrastructure (\$,000)	92	\$58,345	\$41,222	\$65,789
• Participation and development programs (\$,000)		\$26,100	\$27,856	\$43,845
Number of volunteers accessing education and training opportunities		New measure	New measure	4,800
State contribution (\$000)	93,94,95	134,698	109,892	151,486
Other revenue (\$000)		7,656	7,704	7,643
Total cost (\$000)	93,94,96	142,354	117,596	159,129
Service: Women's Services				
Number of requests for information and referrals serviced by the Office for Women through its website and seminars, Women's Infolink and Find a Service	97	50,000	68,500	60,000
Client satisfaction with the effectiveness of Office for Women events, seminars and forums	98	85%	95%	85%
Cross-government satisfaction with the Office for Women's analysis and input to support and enhance policy and service delivery for women	99	New measure	New measure	85%
State contribution (\$000)	100	5,211	4,186	5,040
Other revenue (\$000)		..	86	..
Total cost (\$000)	100	5,211	4,272	5,040

* Data not available

Notes:

1. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate due to additional resources being directed to reduce the response time for finalising outstanding requests.
2. This service standard has been amended from 'Level of key stakeholder satisfaction with the department's facilitation of and support to negotiation table processes' to better reflect the department's support for Aboriginal and Torres Strait Islander engagement, including negotiation processes.
3. This service standard will measure progress by the Remote Indigenous Land and Infrastructure Program Office in implementing land and infrastructure reforms in Aboriginal and Torres Strait Islander communities.
4. This service standard will measure key engagement activity led by ATSIS to drive Indigenous reforms.
5. Increase for 2009-10 Estimated actual is mainly due to the inclusion of the Cape York Welfare Reform Trial which was previously reported in Community and Youth Justice Services.
6. Increase in 2010-11 Target/estimate is mainly due to the impact of deferrals, and the inclusion of the Cape York Welfare Reform Trial which was previously reported in Community and Youth Justice Services.
7. Increase for 2010-11 Target/estimate is mainly due to impact of deferrals, and the inclusion of the Cape York Welfare Reform Trial which was previously reported in Community and Youth Justice Services.
8. The number of intakes completed includes both the number of notifications and the number of child concern reports recorded during the period. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate, reflecting the higher than expected number of intakes recorded.
9. A notification refers to a report of alleged harm or risk of harm that meets the legislative threshold. Where a report relates to more than one child, a notification is counted for each child. A child can be subject to more than one notification during the period. All notifications recorded by the department require an investigation.
10. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate, reflecting the lower than expected number of notifications recorded.
11. A substantiation is recorded when it is assessed from the outcome of an investigation that a child or young person has experienced harm and/or there are identifiable risk factors that suggest the child may be harmed in the future.
12. Rate of substantiated harm is measured as the number of distinct children subject to substantiated harm or risk of harm per 1,000 children aged 0-17 years. Population data is based on estimated resident population figures. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate, reflecting the lower than expected numbers of substantiations.
13. This service standard will count admissions of children to a child protection order or court assessment order during the period. Where a child is the subject of more than one admission to an order during the period, an admission is counted for each instance.
14. Ongoing intervention by the department is required when it has been determined that a child is in need of protection. This can take place with parental consent (intervention with parental agreement) or with the use of a child protection order. If a child is subject to both intervention with parental agreement and a child protection order (such as an order directing a parent's actions), they are counted only once.
15. This service standard has been amended to include details by placement type.
16. Approved foster care includes children living with a foster carer or a provisionally approved carer where no family relationship exists between carer and child.
17. Approved kinship care includes children living with a kinship carer and children living with a foster carer or provisionally approved carer, where a family relationship exists between the carer and child.
18. Other care includes all children placed with residential care services, hospitals, independent care arrangements, Queensland youth detention centres and all other placements.
19. Protective orders include child protection orders and court assessment orders that are finalised or interim. If a child is subject to more than one type of order they are counted only once.
20. The rate of children subject to protective orders is measured as the number of distinct children subject to protective orders per 1,000 children aged 0-17 years. Population data is based on estimated resident population figures.
21. This service standard includes Aboriginal and Torres Strait Islander children who are placed with a kinship carer, Indigenous carer, or an Indigenous residential care service. The service standard includes children subject to a protective order and those not subject to orders. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate, reflecting trends in recorded data which are due to the high growth rate of Indigenous children entering care.
22. The ratio is based on the number of children in home-based care (foster, provisional and kinship care), whether or not they are subject to a protective order, compared to the number of carer families (foster, provisional and kinship carer families). Kinship and provisional carer families are counted only where they have a current placement.
23. The service standard refers to the number of couples that submit an expression of interest to be considered to adopt a child through the Queensland Adoption program and/or the Intercountry Adoption program in accordance with the provisions of the *Adoption Act 2009*.
24. The service standard refers to the number of couples that were either approved or not approved as prospective adoptive parents. This service standard is directly impacted by the active participation of couples seeking to be assessed as prospective adoptive parents.
25. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate due to the introduction of the *Adoption Act 2009*, allowing people to access identifying information that they were previously unable to obtain. This service standard has been amended by removing the word 'identifying', as it limited the type of information provided, to provide a more comprehensive picture of the work undertaken.
26. The 2010-11 Target/estimate is higher than the 2009-10 Target/estimate principally due to increased funding for Child Protection reforms, additional frontline employees, employee Enterprise Bargaining Agreement supplementation, increased funding to grant recipients employing community service workers under the *Queensland Community Services and Crisis Assistance Award - State 2008* and indexation of current grant and subsidy commitments to the non-government sector.
27. The 2010-11 Target/estimate is lower than the 2009-10 Target/estimate reflecting the effect of inter-service eliminations between the department's services.

28. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate due to the escalating awareness of concessions schemes and the deteriorating economic environment in 2009-10, resulting in an increased number of people applying for concessions.
29. This service standard has been amended to include the Bridge Award program.
30. Average daily number in detention is calculated by averaging the total number of persons in detention on all days in the reference period.
31. Rate per 1,000 young people in detention is calculated as the average daily number of young people in detention, per 1,000 young people aged 10-16 (population data based on estimated resident population figures).
32. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate due to a continued increase in the utilisation of youth justice conferencing. Growth is expected to stabilise in 2010-11. The data reported relates to the number of referrals for conferencing, which does not equate with the number of young people, as a person may receive more than one referral. The service standard was reworded from 'number of young people dealt with' to better align it with the data provided.
33. The service standard was reworded from 'Percentage of youth justice conferences where the participants (including the victim) are satisfied with the outcome' to better align it with the data provided.
34. Successful completions include young people who comply with their conditional bail program requirements and are subsequently sentenced or have their bail varied or charges withdrawn.
35. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate, reflecting a higher than expected completion rate of community service orders across both Indigenous and non-Indigenous young people. This is a continuation of the trend observed in 2008-09 and is expected to continue.
36. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate due to the participation rates in the scheme by business/private enterprise being influenced by the current economic climate.
37. This service standard reflects the commitment to achieve the *Toward Q2: Tomorrow's Queensland* target. The next General Social Survey (upon which the target will be based) will be conducted in the second half of 2010. Survey results will be provided in the second half of 2011. Therefore, no target has been set for 2010-11.
38. This service standard is introduced as part of the Helping out Families initiative commencing October 2010.
39. This service standard is introduced to measure service coordination and facilitation activities undertaken to improve planning and coordination for the homelessness service system.
40. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate principally reflecting the transfer of funding to Housing and Homelessness Services for grant programs and the revised timing of programs, with funds deferred to 2010-11.
41. The 2010-11 Target/estimate is higher than the 2009-10 Target/estimate principally reflecting funding increases relating to the Helping out Families initiative, employee Enterprise Bargaining Agreement supplementation, increased funding to grant recipients employing community service workers under the *Queensland Community Services and Crisis Assistance Award - State 2008*, indexation of current grant and subsidy commitments to the non-government sector and deferrals from 2009-10.
42. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate mainly due to the exclusion, under this service area, of the information and communications technology shared services following the machinery-of-Government arrangements and the transfer of funding to Housing and Homelessness Services for grant programs and the revised timing of programs, with funds deferred to 2010-11.
43. This service standard has been amended to remove reference to the former Commonwealth State/Territory Disability Agreement (CSTDA). The count of unique service users relates to the number of individuals with a disability who receive support from Government funded services.
44. The new target aligns with other satisfaction targets and a new service system is being introduced.
45. This service standard has been amended from 'Percentage of recurrently funded disability service providers that achieve certification under the Disability Sector Quality System within the specified timeframe' as the initial timeframe for providers to become certified has been met.
46. As a result of the machinery-of-Government reforms in 2008-09, complaints management processes and the reporting methodology have been changed to ensure consistency across the department.
47. The 2010-11 Target/estimate includes deferred funds.
48. Home modifications are one-off, specialist interventions such as bathroom modifications, to enable people to function independently within their own homes. This service standard has been amended to be measured in dollars as the cost per modification varies significantly between occasions of service.
49. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate due deferrals.
50. A new contract with the reviewing organisation commenced in March 2010. This contract included increased targets for 2009-10 and 2010-11 to meet the commitment that Home and Community Care service providers be reviewed every three years.
51. This service standard includes all three transitional initiatives implemented under the *Queensland Plan for Mental Health 2007-2011* (Transitional Recovery Program, Residential Recovery Program and Transition from Correctional Services).
52. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate due mainly to the impact of deferrals with the state contribution and total cost being offset by increased funding to grant recipients employing community service workers under the *Queensland Community Services and Crisis Assistance Award – State 2008* with total cost also being further offset by the expenditure of Disability and Community Care Services accumulated cash balances.
53. The 2010-11 Target/estimate is higher due mainly to the impact of deferrals, employee Enterprise Bargaining Agreement supplementation and additional funding for growth and new initiatives.
54. The 2010-11 Target/estimate is higher due mainly to the impact of deferrals and growth funding from the Australian Government.
55. The 2010-11 Target/estimate is higher due to new properties becoming available for social housing under the Long Term Community Housing Program and the Nation Building - Social Housing Initiative.
56. The service standard has been amended with the wording 'social rental housing' added for clarification as this information is no longer included as a subheading.
57. The introduction of the Client Intake and Assessment Process in 2008 changed the eligibility criteria for social housing so that applicants are assessed and housed based on their current housing need, so that support is provided to those in highest need. This service standard has been introduced to reflect this change.

58. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate as a result of increases in the demand for social housing. It is planned to undertake a review of registered applications during 2010-11 to ensure that all applications on the Housing Register are valid.
59. This service standard has been reworded to reflect an amendment from reporting the result as a number to reporting as a percentage. This will enable easier comparison with results for other standards.
60. This service standard has been amended from 'percentage of Indigenous households in Government-managed social housing dwellings'. The result is a percentage of households that are Indigenous, using household (not dwelling) figures for calculation.
61. This service standard has been introduced to amalgamate the previous separate standards for community housing, Indigenous community housing and private market assistance.
62. A dwelling is considered to be in acceptable condition when the Property Standard Index (PSI) maintenance component scores a value greater than 8.0 on a scale of 1 to 10, where 10 is the top condition rating.
63. The 2009-10 Target/estimate was determined using available preliminary information following the introduction of the Client Intake and Assessment Process. The 2009-10 Estimated actual and 2010-11 Target/estimate now reflect a better understanding of the benefits of the process, with clients identified in the high and very high needs category receiving priority assistance. In addition, average wait times are expected to decrease as new properties become available for social housing in 2010-11. The service standard has been amended by adding wording 'to allocation' for clarification of the wait time definition used and amending the reporting from 'years' to 'months' as this is more relevant due to decreasing average allocation times since this standard was first introduced.
64. This service standard has been amended by amalgamating the separate non-Government-managed housing standards (long-term and transitional) into one standard. This is consistent with reporting other standards as either Government-managed or non-Government-managed, without further breakdown within these categories.
65. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate due to the growth in the differential between market rents and the rent paid by social housing tenants.
66. The 2010-11 Target/estimate is higher than the 2009-10 Estimated actual mainly due to the short term engagement of additional resources to assist with tenancy and property management functions associated with Nation Building and Jobs Plan properties during 2010-11.
67. This service standard has been amended by changing the wording from 'Total number of households assisted through the Housing Improvement Program' to 'discrete Indigenous communities', which is a more accurate description for the scope of this standard.
68. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate due to a change of council at Yarrabah Shire Council resulting in delayed negotiations. The 2010-11 Target/estimate reflects an increase in the number of communities expected to be tenancy managed (there are 30 to be fully tenancy managed and new constructions under 40 year lease agreements to be tenancy managed in another two communities).
69. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate due to a combination of reduced targets within the National Partnership Agreement for Remote Indigenous Housing and additional constructions funded from other sources. The 2010-11 Target/estimate is lower than the 2009-10 Estimated actual due to construction carried over from previous years to 2009-10. It is expected there will be minimal carryover in 2010-11.
70. This service standard has been amended to report on all Government-managed social housing. This standard previously reported on Indigenous Community Housing. A 2009-10 Target/estimate is not available for the measure as a result of the amendment. The average maintenance cost per dwelling will vary from year to year. The average cost is based on the estimated maintenance expenditure for a specific year divided by the estimated average number of Government-managed social housing dwellings over that year.
71. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate due mainly to the increased number of households assisted with Bond Loans and the Tenant Advice and Advocacy Service, which are both demand driven programs. Increases in the levels of unemployment and underemployment have resulted in difficulties for many low income renter households. This service standard has been amended by adding the wording 'in private market assistance' for clarification as this information is no longer included as a subheading and deleting the word 'total' to avoid confusion with the standard that reports on total households.
72. This service standard has been amended by adding the wording 'in private market assistance' for clarification as this information is no longer included as a subheading.
73. This is a biennial measure, with the next satisfaction survey due in 2010-11.
74. This is a triennial service standard with satisfaction surveys for Home Assist Secure, Tenant Advice and Advocacy Service and Home Purchase Assistance due in 2011-12.
75. The National Social Housing Survey is a biennial survey and was not undertaken during 2009-10. The next survey will be conducted in early 2010-11, with results expected mid-year. Survey results for 'Social Rental Housing' include Public Rental Housing, Aboriginal and Torres Strait Islander Housing Program, Community Rent Scheme, Long Term Community Housing Program, Brisbane Housing Company, Community-managed Housing – Studio Units and Same House Different Landlord.
76. This service standard has been amended by replacing the wording 'Supported Accommodation Assistance Program' (SAAP) with 'specialist homelessness services', as SAAP no longer exists.
77. This service standard has been amended by amalgamating the separate program measures (crisis accommodation and Drug Court) into one standard. This is consistent with reporting other standards at a higher level without further breakdown to the program level. The variance between the 2009-10 Target/estimate and the 2009-10 Estimated actual is a result of the investment in crisis accommodation increasing the availability of accommodation in metropolitan areas. This increase in metropolitan accommodation has resulted in a decrease in the proportion of regional and remote accommodation.
78. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate due mainly to delays in some Indigenous community capital grant programs with allocations being deferred to 2010-11.
79. The 2010-11 Target/estimate is higher than the 2009-10 Target/estimate due mainly to the introduction of depreciation funding arrangements in 2010-11, and the transfer of funding from Community and Youth Justice Services.
80. The 2010-11 Target/estimate is higher than the 2009-10 Estimated actual due mainly to the introduction of depreciation funding arrangements in 2010-11.

81. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate due mainly to the lower level of expenditure under the Remote Indigenous Housing, Nation Building and Jobs Plan and Homelessness National Partnership Agreements.
82. The 2010-11 Target/estimate is higher than the 2009-10 Target/estimate due mainly to expected increased expenditure under the Nation Building and Jobs Plan, Remote Indigenous Housing and Homelessness National Partnership Agreements.
83. The 2010-11 Target/estimate is higher than the 2009-10 Estimated actual due mainly to expected increased expenditure under the Nation Building and Jobs Plan, Remote Indigenous Housing and Homelessness National Partnership Agreements.
84. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate due mainly to delays in some Indigenous capital grant programs with funds being deferred or carried over to 2010-11 and 2011-12.
85. The 2010-11 Target/estimate is higher than the 2009-10 Target/estimate due mainly to higher grant allocations under the Nation Building and Jobs Plan and Homelessness program, together with a higher level of maintenance and rates.
86. The 2010-11 Target/estimate is higher than the 2009-10 Estimated actual reflecting higher grant allocations under the Nation Building and Jobs Plan and Homelessness program, a higher level of maintenance and rates, together with allocations deferred from 2009-10.
87. This service standard has been amended from 'Number of consultations and forums held with community groups' as the original performance measure was too narrow. The new service standard better captures Multicultural Affairs Queensland's core business. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate due to the need to address emerging community issues including consultations with the Indian community and meetings with leaders of the Indonesian, Samoan and Tongan communities to identify supportive measures for people affected by the tsunami in early 2010.
88. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate due mainly to the impact of deferrals.
89. The 2010-11 Target/estimate is higher due mainly to the impact of deferrals.
90. This service standard has been amended from 'Percentage of QAS athletes selected for national teams' to remove ambiguity. The percentage is calculated on QAS national team members, not total numbers of QAS athletes.
91. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate as a result of directly targeting schools which have not previously accessed a service in the third and fourth quarters.
92. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate due to a program review impacting upon release dates for funding programs and realignment of funding into 2010-11 and 2011-12 to meet anticipated budgeted draw downs from approved recipients.
93. The 2009-10 Estimated actual is lower than the 2009-10 Target/estimate principally reflecting the impact of 2009-10 post budget deferrals from 2008-09.
94. The 2010-11 Target/estimate is higher than the 2009-10 Target/estimate due mainly to additional funding for the Carrara Stadium redevelopment, the Sustainable Resource Communities initiative, the Townsville V8's public safety and amenities upgrade and deferrals from 2009-10.
95. The 2010-11 Target/estimate is higher than the 2009-10 Estimated actual due mainly to additional funding for the Carrara Stadium Redevelopment, the Sustainable Resource Communities initiative, the Townsville V8's public safety and amenities upgrade and deferrals from 2009-10.
96. The 2010-11 Target/estimate is higher than the 2009-10 Estimated actual principally reflecting additional funding for the Carrara Stadium redevelopment, the Sustainable Resource Communities initiative and the Townsville V8's public safety and amenities upgrade, in 2010-11.
97. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate as a result of: increased web activity due to promotion of Q150 Pictorial History of Queensland Women at the RNA Show; the Minister's 2010 release of Women in Hard Hats web portal; access to and downloads of information/fact sheets published online only or out of print; and significantly increased community interest in International Women's Day events and resources.
98. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate due to Office for Women events (including the Community Leadership Seminars and Indigenous Women's Mentoring Workshops) being strategically targeted through Office for Women Regional Coordinator local consultation, to ensure that the content, speakers and facilitators were appropriate and would either meet or exceed their clients' expectations.
99. The 'Hub and Spoke' model implemented from July 2009 aims to influence government policy and program development by out posting officers to key agencies and strengthening cross-government collaboration.
100. The 2009-10 Target/estimate is higher than the 2009-10 Estimated actual due to the timing of programs and initiatives.

INCOME STATEMENT

Department of Communities	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,8,14	3,236,898	3,056,085	3,703,408
User charges		360,488	351,871	368,818
Grants and other contributions	2,9,15	47,763	31,331	25,015
Other revenue	3,10,16	18,721	9,339	24,342
Gains on sale/revaluation of property, plant and equipment and investments	4,17	4,756	8,891	4,655
Total income		3,668,626	3,457,517	4,126,238
Expenses				
Employee expenses		796,678	810,218	860,481
Supplies and services	11,18	571,400	559,307	642,647
Grants and subsidies	5,12,19	2,136,668	1,921,920	2,460,608
Depreciation and amortisation		175,900	169,924	178,834
Finance/borrowing costs		18,606	18,449	18,838
Other expenses	6,20	23,648	16,195	23,594
Losses on sale/revaluation of property, plant and equipment and investments		257	590	637
Total expenses		3,723,157	3,496,603	4,185,639
OPERATING SURPLUS/(DEFICIT)	7,13,21	(54,531)	(39,086)	(59,401)

STATEMENT OF CHANGES IN EQUITY

Department of Communities	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	22,26,29	150,884	159,436	168,708
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		150,884	159,436	168,708
Surplus/(deficit) for the period	23,27,30	(54,531)	(39,086)	(59,401)
Total recognised income and expense for the period		96,353	120,350	109,307
Equity injection/(withdrawal)	24,28	1,173,704	619,959	635,970
Equity adjustments (MoG transfers)	25	..	1,444	..
Total movement in equity for period		1,270,057	741,753	745,277

BALANCE SHEET

Department of Communities	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	31,43,55	133,333	272,576	169,317
Receivables	32,44	99,334	118,966	114,735
Other financial assets		6,000	6,000	6,000
Inventories	33,45,56	11,809	21,070	9,381
Other	34,46	10,308	20,791	20,908
Non-financial assets held for sale	35,47,57	22,086	58,248	51,748
Total current assets		282,870	497,651	372,089
NON-CURRENT ASSETS				
Receivables	36,48	55,577	42,654	43,500
Other financial assets		188,863	193,983	192,838
Property, plant and equipment	37,49,58	15,918,279	15,398,873	16,265,408
Intangibles	38,50,59	97,464	80,348	86,818
Other	
Total non-current assets		16,260,183	15,715,858	16,588,564
TOTAL ASSETS		16,543,053	16,213,509	16,960,653
CURRENT LIABILITIES				
Payables	39,51	156,441	185,859	185,338
Accrued employee benefits	40,52	22,611	29,173	27,689
Interest-bearing liabilities and derivatives		13,536	13,291	13,601
Provisions		70	968	968
Other		12,603	12,873	13,424
Total current liabilities		205,261	242,164	241,020
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		5
Interest-bearing liabilities and derivatives		400,255	390,933	393,944
Provisions		20	529	529
Other		596	272	272
Total non-current liabilities		400,876	391,734	394,745
TOTAL LIABILITIES		606,137	633,898	635,765
NET ASSETS/(LIABILITIES)		15,936,916	15,579,611	16,324,888
EQUITY				
Capital/contributed equity		15,609,276	14,968,145	15,604,115
Retained surplus/(accumulated deficit)	41,53,60	(135,634)	4,012	(55,389)
Reserves:				
- Asset revaluation reserve	42,54,61	463,274	607,454	776,162
- Other (specify)	
TOTAL EQUITY		15,936,916	15,579,611	16,324,888

CASH FLOW STATEMENT

Department of Communities	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	62,71,81	3,237,559	3,058,930	3,705,123
User charges		378,648	374,989	382,693
Grants and other contributions		27,453	28,737	25,015
Other		547,178	539,157	566,269
Outflows:				
Employee costs		(796,678)	(813,571)	(861,298)
Supplies and services	72,82	(821,829)	(807,097)	(904,374)
Grants and subsidies	63,73,83	(2,137,168)	(1,926,123)	(2,460,608)
Borrowing costs		(18,606)	(18,449)	(18,838)
Other		(315,948)	(312,471)	(306,500)
Net cash provided by/(used in) operating activities		100,609	124,102	127,482
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	64,74	54,500	65,070	63,137
Investments redeemed	65,84	6,000	9,000	6,000
Loans and advances redeemed	66,75,85	17,539	22,531	20,111
Outflows:				
Payments for property, plant and equipment and intangibles	67,76,86	(1,395,953)	(793,654)	(931,132)
Payments for investments		(200)	(500)	(200)
Loans and advances made	68,87	(27,451)	(29,484)	(27,948)
Net cash provided by/(used in) investing activities		(1,345,565)	(727,037)	(870,032)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	69,77,88	9,800	..	17,500
Equity injections	70,78,89	1,194,506	639,261	725,251
Outflows:				
Borrowing redemptions	79,90	(12,727)	(12,495)	(14,179)
Finance lease payments	
Equity withdrawals	80,91	(15,765)	(18,093)	(89,281)
Net cash provided by/(used in) financing activities		1,175,814	608,673	639,291
Net increase/(decrease) in cash held		(69,142)	5,738	(103,259)
Cash at the beginning of financial year		202,475	266,838	272,576
Cash transfers from restructure	
Cash at the end of financial year		133,333	272,576	169,317

ADMINISTERED INCOME STATEMENT

Department of Communities	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	
Taxes, fees and fines		6	6	6
Royalties, property income and other territorial Revenue	
Interest		627	627	627
Administered revenue	94,96	269,456	270,867	290,853
Other	
Total revenues		270,089	271,500	291,486
Expenses				
Supplies and services	92,97	..	1,655	..
Depreciation and amortisation	
Grants and subsidies		127,358	123,516	127,411
Benefit payments	93,98	..	4,245	..
Borrowing costs	
Other	95,99	141,471	140,824	162,815
Total expenses		268,829	270,240	290,226
Net surplus or deficit before transfers to Government		1,260	1,260	1,260
Transfers of administered revenue to Government		633	633	633
OPERATING SURPLUS/(DEFICIT)		627	627	627

ADMINISTERED BALANCE SHEET

Department of Communities	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	100,105	12,007	5,047	5,674
Receivables	101,106	334	4,093	4,093
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		12,341	9,140	9,767
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets	
TOTAL ADMINISTERED ASSETS		12,341	9,140	9,767
CURRENT LIABILITIES				
Payables	102,107	5,482	11,918	11,918
Transfers to Government payable		200	2	2
Interest-bearing liabilities		..	3	3
Other	103,108	..	1,495	1,495
Total current liabilities		5,682	13,418	13,418
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities		..	(1)	(1)
Other	
Total non-current liabilities		..	(1)	(1)
TOTAL ADMINISTERED LIABILITIES		5,682	13,417	13,417
ADMINISTERED NET ASSETS/(LIABILITIES)		6,659	(4,277)	(3,650)
EQUITY				
Capital/Contributed equity	104,109	4,355	(6,536)	(6,536)
Retained surplus/(Accumulated deficit)		2,304	2,259	2,886
Reserves:	
- Asset revaluation reserve	
- Other (specify)	
TOTAL ADMINISTERED EQUITY		6,659	(4,277)	(3,650)

ADMINISTERED CASH FLOW STATEMENT

Department of Communities	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	110,112,114	269,456	274,855	290,853
Grants and other contributions	
Taxes, fees and fines		6	6	6
Royalties, property income and other territorial revenues	
Other	111,115	627	2,239	627
Outflows:				
Transfers to Government		(633)	(674)	(633)
Grants and subsidies		(127,358)	(127,761)	(127,411)
Supplies and services	113,116	(141,471)	(142,531)	(162,815)
Borrowing costs	
Other		(45,504)	(45,504)	..
Net cash provided by/(used in) operating activities		(44,877)	(39,370)	627
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions		(3)	(3)	..
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(3)	(3)	..
Net increase/(decrease) in cash held		(44,880)	(39,373)	627
Administered cash at beginning of financial year		56,887	44,420	5,047
Cash transfers from restructure	
Administered cash at end of financial year		12,007	5,047	5,674

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Decrease primarily due to deferral of funds relating to Housing and Homelessness Services, Disability and Community Care Services, Community and Youth Justice Services and Sport and Recreation Services grant programs offset by additional revenue, post budget deferrals from 2008-09 and transfer of equity funding to output funding.
2. Decrease is mainly due to the change in accounting treatment of grants received in prior years previously classified as unearned revenue.
3. Decrease mainly due to lower sales relating to the Kelvin Grove Urban Village project and Government Land Register initiatives.
4. Increase due to gain on revaluation of Rental Purchase Plan Properties.
5. Decrease primarily relates to lower than anticipated expenditure within Housing and Homelessness Services, Community and Youth Justice Services and Sport and Recreation Services grants programs.
6. Decrease mainly due to lower cost of sales relating to the Kelvin Grove Urban Village project and Government Land Register initiatives.
7. Decrease in deficit mainly relates to lower than anticipated Housing and Homelessness Services grant expenditure not matched by deferred revenue offset partly by expenditure of Disability and Community Care Services accumulated cash balances.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

8. Increase primarily relates to the deferral of grant funds from 2009-10 together with an increased allocation of funds including growth funding and new initiative funding.
9. Decrease mainly due to funding budgeted for as revenue which has now been recognised as prior year income.
10. Increase mainly due to higher anticipated sales relating to the Kelvin Grove Urban Village project and Government Land Register initiatives.
11. Increase mainly due to increased allocations for maintenance and rates, together with the impact of operating expenditure deferrals from 2009-10.
12. Increase primarily relates to the deferral of grant funds from 2009-10 together with an increased allocation of funds including growth funding and new initiative funding.
13. Deficit primarily relates to Housing and Homelessness Services and Disability and Community Care Services grant expenditure not matched by deferred revenue and expenditure of Disability and Community Care Services accumulated cash balances.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

14. Increase primarily relates to the deferral of grant funds from 2009-10 together with an increased allocation of funds including growth funding and new initiative funding.
15. Decrease mainly due to one off funding received for 2009-10 only.
16. Increase mainly due to higher anticipated sales relating to the Kelvin Grove Urban Village project and Government Land Register initiatives.
17. Decrease due to anticipated lower level of gains on revaluation of Rental Purchase Plan Properties.
18. Increase mainly due to increased allocations for maintenance and rates together with the impact of operating expenditure deferrals from 2009-10.
19. Increase primarily relates to the deferral of grant funds from 2009-10 together with an increased allocation of funds including growth funding and new initiative funding.
20. Increase mainly relates to anticipated higher cost of sales relating to the Kelvin Grove Urban Village project and Government Land Register initiatives.
21. Deficit primarily relates to Housing and Homelessness Services and Disability and Community Care Services grant expenditure not matched by deferred revenue and expenditure of Disability and Community Care Services accumulated cash balances.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

22. Increase mainly reflects higher than anticipated opening balance brought forward from 2008-09.
23. Decrease in deficit mainly relates to lower than anticipated Housing and Homelessness Services grant expenditure not matched by deferred revenue offset partly by expenditure of Disability and Community Care Services accumulated cash balances.
24. Decrease mainly due to deferral of equity funding for capital projects.
25. Machinery-of-Government equity adjustment relating to the transfer of the Integrated Justice Information System from the Department of Justice and Attorney-General.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

26. Increase mainly reflects higher than anticipated opening balance brought forward from 2008-09 together with expected increase in property asset values.
27. Deficit primarily relates to Housing and Homelessness Services and Disability and Community Care Services grant expenditure not matched by deferred revenue and expenditure of Disability and Community Care Services accumulated cash balances.
28. Decrease reflects the expected reduction in equity funding offset by the impact of deferrals of equity funding for capital projects.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

29. Increase mainly reflects expected increase in property asset values.
30. Deficit primarily relates to Housing and Homelessness Services and Disability and Community Care Services grant expenditure not matched by deferred revenue and expenditure of Disability and Community Care Services accumulated cash balances.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

31. Increase mainly relates to Housing and Homelessness Services grants and capital works deferred to 2010-11.
32. Increase mainly reflects higher than anticipated opening balance from 2009-10.
33. Increase mainly due to lower levels of sales relating to Kelvin Grove Urban Village project and the Government Land Register initiative.
34. Increase mainly due to higher than anticipated level of salary prepayments for Child Safety Services and Community and Youth Justice Services.
35. Increase mainly due to higher level of property assets held for sale.
36. Decrease reflects lower than expected opening balance.
37. Decrease due to lower than anticipated level of capital works, primarily in Housing and Homelessness Services.
38. Decrease mainly due to lower than anticipated computer systems expenditure.
39. Increase reflects change in level of trade and other creditors.
40. Reflects increase in Annual Leave Central Scheme levy.
41. Decrease in deficit mainly relates to lower than anticipated Housing and Homelessness Services grant expenditure not matched by deferred revenue offset partly by expenditure of Disability and Community Care Services accumulated cash balances.
42. Increase mainly reflects higher than anticipated opening balance for 2008-09.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

43. Increase reflects anticipated closing balance.
44. Increase mainly reflects higher than anticipated opening balance from 2009-10.
45. Decrease due to anticipated higher sales relating to Kelvin Grove Urban Village project and the Government Land Register initiative.
46. Increase mainly due to higher than anticipated level of salary prepayments for Child Safety Services and Community and Youth Justice Services.
47. Increase mainly due to higher level of property assets held for sale.
48. Decrease reflects lower than expected opening balance.
49. Increase mainly due to anticipated capital works activity together with anticipated higher value of property assets portfolio.
50. Decrease reflects anticipated level of computer systems expenditure.
51. Increase reflects anticipated level of trade and other creditors.
52. Increase reflects anticipated level of Annual Leave Central Scheme levy.
53. Decrease in deficit mainly reflects lower than anticipated 2009-10 opening balance together with lower than expected Housing and Homelessness Services and Disability and Community Care Services grant expenditure not matched by deferred revenue and expenditure of Disability and Community Care Services accumulated cash balances.
54. Increase mainly reflects anticipated increase in property asset values.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

55. Decrease mainly relates to Housing and Homelessness grants and Home and Community Care funds being applied to grants and capital expenditure.
56. Decrease due to anticipated higher sales relating to Kelvin Grove Urban Village project and the Government Land Register initiative.
57. Decrease represents expected level of property assets held for sale.
58. Increase mainly due to anticipated capital works activity together with anticipated higher value of property assets portfolio.
59. Increase reflects anticipated level of computer systems expenditure.
60. Decrease reflects expected deficit in 2009-10 primarily due to Housing and Homelessness Services and Disability and Community Care Services grant expenditure not matched by deferred revenue and expenditure of Disability and Community Care Services accumulated cash balances.
61. Increase mainly reflects anticipated increase in property asset values.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

62. Decrease primarily due to deferral of funds relating to Housing and Homelessness Services, Disability and Community Care Services, Community and Youth Justice Services and Sport and Recreation Services grant programs offset by additional revenue, post budget deferrals from 2008-09 and transfer of equity funding to output funding.
63. Decrease primarily relates to lower than anticipated expenditure within Housing and Homelessness Services, Community and Youth Justice Services and Sport and Recreation Services grants programs.
64. Increase mainly due to higher than anticipated proceeds from sales of property assets and insurance recoveries.
65. Increase mainly due to higher than anticipated proceeds from the sale of Rental Purchase Plan properties.
66. Increase due to higher than anticipated loan redemptions.
67. Decrease due primarily to lower than anticipated capital works expenditure within Housing and Homelessness Services, Community and Youth Justice Services and Disability and Community Care Services.
68. Increase due to higher than anticipated level of lending.
69. Decrease relates to anticipated borrowings from Queensland Treasury Corporation for the Home Lending program not being drawn.
70. Decrease due primarily to lower than anticipated capital works expenditure within Housing and Homelessness Services, Community and Youth Justice Services and Disability and Community Care Services.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

71. Increase primarily relates to the deferral of grant funds from 2009-10 together with an increased allocation of funds.
72. Increase mainly due to increased allocations for maintenance and rates, together with the impact of operating expenditure deferrals from 2009-10.
73. Increase primarily relates to the deferral of grant funds from 2009-10 together with an increased allocation of funds.
74. Increase mainly due to higher expected proceeds from sales of property assets.
75. Increase due to anticipated higher level of loan redemptions.
76. Decrease due to lower level of capital works, primarily in Housing and Homelessness Services.
77. Increase relates to borrowing from Queensland Treasury Corporation for the Home Lending program.
78. Decrease due to lower level of capital works, primarily in Housing and Homelessness Services.
79. Increase due to anticipated increase in lending activity.
80. Increase reflects introduction of Housing and Homelessness related depreciation funding arrangements in 2010-11.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

81. Increase primarily relates to the deferral of grant funds from 2009-10 together with an increased allocation of funds.
82. Increase mainly due to increased allocations for maintenance and rates together with the impact of operating expenditure deferrals from 2009-10.
83. Increase primarily relates to the deferral of grant funds from 2009-10 together with an increased allocation of funds including growth funding and new initiative funding.
84. Decrease reflects anticipated proceeds from sale of Rental Purchase Plan properties.
85. Decrease reflects anticipated level of loan redemptions.
86. Increase mainly due to the deferral of capital works expenditure from 2009-10.
87. Decrease reflects anticipated level of lending.
88. Increase relates to borrowings from Queensland Treasury Corporation for the Home Lending program.
89. Increase mainly due to the deferral of capital works expenditure from 2009-10.
90. Increase reflects increasing debt redemption on existing debt.
91. Increase reflects introduction of Housing and Homelessness related depreciation funding arrangements in 2010-11.

Administered income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

92. Increase relates to Community Recovery funding associated with natural disasters for 2009-10.
93. Increase due to Community Recovery funding associated with declared natural disasters for 2009-10.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

94. Increase in revenue mainly due to increased funding of existing concessions and funding of new initiatives.
95. Increase mainly due to increases in funding of existing concessions and funding of new initiatives.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

96. Increase in revenue mainly due to increased funding of existing concessions and funding of new initiatives.
97. Decrease due to Community Recovery funding associated with declared natural disasters for 2009-10.
98. Decrease due to Community Recovery funding associated with declared natural disasters for 2009-10.
99. Increase mainly due to increases in funding of existing concessions and funding of new initiatives.

Administered balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

100. Decrease due to impact of funding for the Redress Scheme which ceases in 2009-10.
101. Increase reflects higher than anticipated opening balance in relation to the Commission for Children and Young People and Child Guardian.
102. Increase reflects higher than anticipated opening balance.
103. Increase reflects higher than anticipated opening balance in relation to the Redress Scheme.
104. Decrease relates to the non-appropriated equity withdrawal to the Public Trustee for the Aboriginal Welfare Fund.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

105. Decrease due to impact of funding for the Redress Scheme which ceases in 2009-10.
106. Increase reflects higher than anticipated opening balance in relation to the Commission for Children and Young People and Child Guardian.
107. Increase reflects higher than anticipated opening balance.
108. Increase reflects higher than anticipated opening balance in relation to the Redress Scheme.
109. Decrease relates to the non-appropriated equity withdrawal to the Public Trustee for the Aboriginal Welfare Fund.

Administered cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

110. Increase mainly due to additional funding for Community Recovery for declared natural disasters in 2009-10 and increased reimbursement of Land Tax to Stadiums Queensland.
111. Increase mainly due to receivables in relation to machinery-of-Government adjustments.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

112. Increase mainly due to increased funding for existing concessions, funding of new initiatives and increased funding provided to the Commission for Children and Young People and Child Guardian, increase projections for reimbursement of Land Tax to Stadiums Queensland offset by reduced funding for the Armor All Gold Coast 600 motor event.
113. Increase mainly due to additional funding for to increased funding of existing concessions and funding of new initiatives.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

- 114. Increase mainly due to increased funding for existing concessions, funding of new initiatives and increased funding provided to the Commission for Children and Young People and Child Guardian, increase projections for reimbursement of Land Tax to Stadiums Queensland offset by reduced funding for the Armor All Gold Coast 600 motor event.
- 115. Decrease mainly due to receivables in 2009-10 Estimated actual including machinery-of-Government adjustments in 2009-10.
- 116. Increase mainly due to additional funding of existing concessions and funding of a new initiative.

Statutory Bodies

Commission for Children and Young People and Child Guardian

OVERVIEW

The Commission for Children and Young People and Child Guardian's mandate aligns with the Government's *Toward Q2: Tomorrow's Queensland* ambition of Fair - *Supporting safe and caring communities*. Its objectives are to uphold children's rights, promote their interests and wellbeing, enhance their safety, advocate for improved support and early intervention services for those who are vulnerable, and monitor the effectiveness of child safety and youth justice systems in protecting and supporting them.

Factors influencing the commission's strategic priorities include the need to:

- appropriately integrate its own data sources with those of other agencies and researchers to sustain a reliable evidence base on which to fulfil its advocacy function for vulnerable children (particularly those in care)
- assist some stakeholders to improve their understanding and level of engagement with children on matters affecting their safety and quality of life, address the inherent difficulties of improving services to children in remote and disadvantaged areas, and utilise the blue card system to minimise child protection risks in regulated service environments.

REVIEW OF PERFORMANCE

Recent achievements

In 2009-10, the commission:

- contributed to the preservation of safe service environments for children and young people by monitoring all blue card holders and applicants' police information (over 474,000) on a daily basis and prevented over 520 high risk individuals from working in child regulated services
- provided Government with legislative options to reduce the duplication of screening activity for child related employment
- provided advice to the Queensland and Australian Governments on their respective child protection frameworks and support services to address areas of vulnerability and needs for all children in Queensland
- commenced a project on examining ways to better meet the needs of high risk adolescents (including those who may be homeless or have mental health issues or disabilities)
- assessed and reported on the safety and wellbeing of over 7,000 children in foster care, residential care or detention (derived from over 52,000 reports), improved information systems, resolved concerns, and advocated for change to systemic issues.

Future developments

In 2010-11, the commission will work with stakeholders to:

- implement reforms to the blue card system as a result of the *Criminal History Screening Legislation Amendment Act 2010*
- capture key performance data to better understand the risks to children and inform further strategies and services to improve outcomes
- build stakeholder capacity to provide information that allows the commission to adequately assess the effectiveness of safeguards for children.

SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2	277	242.5	277

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The 2009-10 Estimate actual is lower than the 2009-10 Budget due to the conclusion of temporary and project officer roles and a number of permanent positions that have remained vacant.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of policy submissions made that incorporate commission data as evidence or promote children's rights	1	New measure	New measure	50
Number of children and young people responding to Views surveys	2	New measure	New measure	2,200
Number of Indigenous children and young people responding to Views surveys	2	New measure	New measure	600
Percentage of complaints issues relating to child safety and youth justice systems resolved within 90 days	3	New measure	New measure	85%
Percentage of recommendations from investigations accepted by government	4	New measure	New measure	95%
Child Death Case Review Committee members rating of secretariat support provided by the commission	5	New measure	New measure	8.5
Percentage of recommendations from systemic monitoring, audit and review activities accepted by government	6	New measure	New measure	95%
Percentage of deaths of Queensland children and young people that are recorded on the Commission's Child Death register and reported annually to Parliament	7	New measure	New measure	100%
Percentage of monitoring plans with relevant agencies that are up to date	8	New measure	New measure	100%
Percentage of serious issues (section 25) raised by Community Visitors that are referred to relevant agencies within 24 hours	9	New measure	New measure	100%

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of health, education, special needs and transition issues related to children within the scope of the Community Visitor Program resolved at the local level	10	New measure	New measure	85%
Percentage of children within the scope of the Community Visitor Program visited in accordance with the designated visiting schedule	11	New measure	New measure	90%
Percentage of Indigenous children within the scope of the Community Visitor Program visited in accordance with the designated visiting schedule	11	New measure	New measure	90%
Young people's rating of the helpfulness of Community Visitors	12	New measure	New measure	8.5
Percentage of Employment Screening applications processed:				
• Within 28 days where there is no criminal history		85%	87%	85%
• Within 4 months where a criminal history has been notified		90%	88%	90%
Applicant satisfaction with Employment Screening processes	13	85%	83.5%	85%
Average processing time (days) of Employment Screening applications where there is no criminal history	14	New measure	New measure	17
Number of blue card holders and applicants monitored for continued eligibility on a daily basis	15	New measure	New measure	475,000
State contribution (\$'000)		37,884	39,828	39,146
Other revenue (\$'000)	16	4,678	4,678	7,784
Total cost (\$'000)		42,162	44,506	46,930

Notes:

1. This service standard has been amended by adding the words 'that incorporate Commission data as evidence or promote children's rights' to refine the scope of the standard. The amended standard reflects the commission's ability to inform policy decisions with an evidence base derived from the unique data collected under the commission's legislated functions in accordance with the commission's mandate and the United Nations Convention on the Rights of the Child.
2. This service standard relates to the strength of the evidence base provided by the Views of Children and Young People surveys. The direct survey responses from children and young people in foster care, residential care and detention are collated, analysed and used to drive change in systems and processes. The 2010-11 Target/estimate is based on estimated response rates of 30% for the foster care survey, 25% for residential care and 60% in detention centres.
3. This service standard replaces two discontinued performance measures: 'Follow up on complaints resolution in 28 days' and 'percentage of complaints cases closed'.
4. This is a new service standard to assess the effectiveness of investigation recommendations made by the commission.
5. This is a new service standard to measure the effectiveness of the commission's secretariat support provided to the Child Death Case Review Committee (a statutory committee not under control of the commission). It excludes commission members of Child Death Case Review Committee. The 2010-11 Target/estimate is based on a 10 point rating scale.
6. This service standard has been amended by replacing the words 'monitoring and review recommendations accepted' with the words 'systemic monitoring, audit and review activities accepted by government' to clarify the scope of the standard.
7. This is a new service standard to provide an indicator of the commission's performance in maintaining Queensland's Child Death Register.
8. A critical element of proactively monitoring the quality of service delivery is accessing relevant performance data and information and engaging service providers in this process.
9. This service standard has been amended and is designed to ensure the safety of children by reporting the proportion of section 25 issues (previously section 20 issues) identified by Community Visitors that have been referred to relevant agencies within 24 hours.

10. This service standard has been amended by replacing the words 'non-serious issues regarding visitable homes are resolved at the local level' with 'health, education, special needs and transition issues related to children within the scope of the Community Visitor Program resolved at the local level' to clarify the scope of the standard.
11. This is a new quality service standard to assess whether children in scope of the program are being regularly visited in line with the commission's mandate. The visiting schedule is based on known risk factors. The schedule is published on the commission's website prior to the start of each year and in the Annual Report.
12. This is a quality service standard measuring Community Visitor effectiveness. This is derived from the most recently conducted biennial Views of Children and Young People in Foster Care survey. The 2010-11 Target/estimate is based on a 10 point rating scale and defined as the mean score of Community Visitor helpfulness as rated by young people in foster care.
13. The data for this service standard is based on a biennial survey with the next survey being completed in 2011.
14. This service standard provides a further indication of blue card processing efficiency by assessing the average processing time (working days) of complete and accurate applications where no police or disciplinary information is returned.
15. This service standard provides an indication of monitoring effectiveness of the blue card system. The monitoring function allows early identification of any change to card holders or applicants' police information which in turn, enables the commission to take appropriate action to reduce the risk of harm to children.
16. Increase in other revenue is due to the introduction of the *Criminal History Screening Legislation Amendment Act 2010* which resulted in adjustments to fees and changes in the scope of screening for blue card applicants.

Income Statement

Commission for Children and Young People and Child Guardian	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	
Grants and other contributions	1,4	37,884	39,828	39,146
Other revenue	5,9	4,678	4,678	7,784
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		42,562	44,506	46,930
Expenses				
Employee expenses	6,10	28,587	28,652	30,987
Supplies and services	2,7,11	12,879	15,158	14,577
Grants and subsidies	
Depreciation and amortisation	8,12	684	684	1,354
Finance/borrowing costs	
Other expenses		12	12	12
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		42,162	44,506	46,930
OPERATING SURPLUS/(DEFICIT)	3	400

STATEMENT OF CHANGES IN EQUITY

Commission for Children and Young People and Child Guardian	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	13	400
Total recognised income and expense for the period		400
Equity injection/(withdrawal)	14,15	..	3,762	..
Equity adjustments (MoG transfers)	
Total movement in equity for period		400	3,762	..

BALANCE SHEET

Commission for Children and Young People and Child Guardian	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		7,273	5,701	5,701
Receivables		444	922	922
Other financial assets	
Inventories	
Other	16,23	10	236	236
Non-financial assets held for sale	
Total current assets		7,727	6,859	6,859
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	17,24	4,683	2,515	2,515
Intangibles	18,25	4,170	6,957	6,957
Other	
Total non-current assets		8,853	9,472	9,472
TOTAL ASSETS		16,580	16,331	16,331
CURRENT LIABILITIES				
Payables	19,26	2,625	6,108	6,108
Accrued employee benefits		1,489	1,559	1,559
Interest-bearing liabilities and derivatives	
Provisions	
Other	20,27	4,390
Total current liabilities		8,504	7,667	7,667
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		467	555	555
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		467	555	555
TOTAL LIABILITIES		8,971	8,222	8,222
NET ASSETS/(LIABILITIES)		7,609	8,109	8,109
EQUITY				
Capital/contributed equity	21,28	357	7,212	7,212
Retained surplus/(accumulated deficit)	22,29	7,252	897	897
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		7,609	8,109	8,109

CASH FLOW STATEMENT

Commission for Children and Young People and Child Guardian	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		3	3	3
Grants and other contributions	30,34	37,884	39,828	39,146
Other	35,38	4,832	4,832	7,938
Outflows:				
Employee costs	36	(28,587)	(28,652)	(30,987)
Supplies and services	31	(13,567)	(15,846)	(15,935)
Grants and subsidies	
Borrowing costs	
Other		(15)	(15)	(15)
Net cash provided by/(used in) operating activities		550	150	150
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	32,37,39	(550)	(3,912)	(150)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(550)	(3,912)	(150)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	33,40	..	3,762	..
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		..	3,762	..
Net increase/(decrease) in cash held	
Cash at the beginning of financial year		7,273	5,701	5,701
Cash transfers from restructure	
Cash at the end of financial year		7,273	5,701	5,701

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Increase in grants and other contributions is due to the carry over of committed funding from 2008-09 and additional one-off funding received to meet service delivery demands.
2. Increase in supplies and services is due to the carry over of committed funding from 2008-09 and additional one-off funding received to meet service delivery demands.
3. Decrease in operating surplus reflects a change in accounting treatment of capital grants.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

4. Increase in grants and other contributions is due to additional funds received for Enterprise Bargaining.
5. Increase in other revenue is due to the introduction of the *Criminal History Screening Legislation Amendment Act 2010* which resulted in adjustments to fees and changes in the scope of screening for blue card applicants.
6. Increase in employee expenses is due to Enterprise Bargaining increases and changes to the arrangements for the provision of information and communication technology services.
7. Increase in supplies and services is due to the transfer of responsibility for the criminal history screening of public servants who work with children, to the commission, in accordance with the Criminal History Screening Legislation Amendment Act 2010.
8. Increase in depreciation and amortisation costs is due to the capitalisation of a number of new business systems.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

9. Increase in other revenue is due to the introduction of the *Criminal History Screening Legislation Amendment Act 2010* which resulted in adjustments to fees and changes in the scope of screening for blue card applicants.
10. Increase in employee expenses is due to Enterprise Bargaining increases and changes to the arrangements for the provision of information and communication technology services.
11. Decrease in supplies and services is due to changes to the arrangements for the provision of information and communication technology services.
12. Increase in depreciation and amortisation costs is due to the capitalisation of a number of new business systems and the fit-out of new accommodation.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

13. Decrease in surplus for the period is due to a change in accounting treatment of capital grants.
14. Increase in equity injection is due to a change in accounting treatment of capital grants.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

15. Decrease in equity injection is related to one-off funding received for development of a number of new business systems.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

16. Increase in other relates to an increase in the opening balance of prepayments.
17. Decrease in property, plant and equipment is due to the capitalisation of accommodation fit-out and information and communication technology infrastructure.
18. Increase in intangibles relates to the development of the Employment Screening Services database and the Child Guardian Case Management System.
19. Increase in payables is due to an increase in supplies and services related to the development of business systems and information and communication technology infrastructure.
20. Decrease in other relates to the deferral of committed funding carried forward from the 2008-09 financial year.
21. Increase in capital/contributed equity reflects a change in accounting treatment of capital grants.
22. Decrease in retained surplus reflects a change in accounting treatment of capital grants.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

23. Increase in other relates to an increase in the opening balance of prepayments.
24. Decrease in property, plant and equipment is due to the capitalisation of accommodation fit-out and information and communication technology infrastructure.
25. Increase in intangibles relates to the development of the Employment Screening Services database and the Child Guardian Case Management System.
26. Increase in payables is due to an increase in supplies and services related to the development of business systems and information and communication technology infrastructure.
27. Decrease in other relates to the deferral of committed funding carried forward from the 2008-09 financial year.
28. Increase in capital/contributed equity reflects a change in accounting treatment of capital grants.
29. Decrease in retained surplus reflects a change in accounting treatment of capital grants.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

30. Increase to grants and other contributions revenue is due to the carry over of committed funding from 2008-09 and additional one-off funding received to meet service delivery demands.
31. Increase in supplies and services is due to the carry over of committed funding from 2008-09 and additional one-off funding received to meet service delivery demands.
32. Increase in payments for property, plant and equipment and intangibles is due to the development of business systems and infrastructure due to the capitalisation of accommodation fit-out and information and communication technology infrastructure, the development of the Employment Screening Services database and the Child Guardian Case Management System.
33. Increase in equity injections reflects a change in accounting treatment of capital grants.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

34. Increase in grants and other contributions relates to additional funds received for Enterprise Bargaining increases.
35. Increase in other is due to the introduction of the *Criminal History Screening Legislation Amendment Act 2010* which resulted in adjustments to fees and changes in the scope of screening for blue card applicants.
36. Increase in employee costs relates to Enterprise Bargaining increases and changes to the provision of arrangements for information and communication technology services.
37. Decrease in payments for property, plant and equipment and intangibles is due to the capitalisation of the Child Guardian Case Management System which includes the replacement of the Community Visitor Information System, the Employment Screening Services database and the commission's information and communication technology infrastructure.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

38. Increase in other is due to the introduction of the *Criminal History Screening Legislation Amendment Act 2010* which resulted in adjustments to fees and changes in the scope of screening for blue card applicants.
39. Decrease in payments for property, plant and equipment and intangibles is due to the completion of the systems development including the Child Guardian Case Management System which includes the replacement of the Community Visitor Information System, the Employment Screening Services database and the commission's information and communication technology infrastructure.
40. Decrease in equity injections is due to one-off funding received for the development of business systems including the Child Guardian Case Management System which includes the replacement of the Community Visitor Information System, the Employment Screening Services database and information and communication technology infrastructure.

Family Responsibilities Commission

OVERVIEW

As part of the wider Cape York Welfare Reform Trial, the Family Responsibilities Commission has a lead role in restoring local authority and socially responsible standards of behaviour in Aurukun, Coen, Hope Vale and Mossman Gorge. The commission was established by the *Family Responsibilities Commission Act 2008* and commenced operations on 1 July 2008.

The commission's activities support the Department of Communities' priorities of:

- leading the Council of Australian Governments' 'closing the gap' agenda in Queensland
- supporting Queensland's children and families at risk of entering the child protection system through earlier intervention and better access to a range of services.

The commission's objectives are to:

- provide effective and efficient client services and influence the wider acceptance of socially responsible standards of behaviour at the individual, family and community level
- strengthen collaborative cross agency partnerships to support local Indigenous authorities
- enhance community engagement and promote understanding of the commission's role to support local Indigenous authority and promote the wider acceptance of socially responsible standards of behaviour so that each welfare reform community is a more caring and safer place to live.

REVIEW OF PERFORMANCE

Recent achievements

In 2009-10, the commission:

- undertook conferencing and service referral of clients in communities
- implemented improved client management database and monitoring systems
- provided ongoing case management for the commission's clients
- assisted in the completion of an independent evaluation by KPMG of the commission
- provided staff residential accommodation in Aurukun and Cooktown
- maintained statutory quarterly statistical and operational reporting.

Future developments

In 2010-11, the commission will:

- continue collaboration with service providers to develop and improve case management outcomes for the commission's referred clients
- conduct an operational review of the *Family Responsibilities Commission Act 2008*
- provide further training for Local Commissioners
- streamline internal procedures and client data recording and reporting systems.

SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2	17	17	22

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The increase in the 2010-11 Estimate is a result of a decision to fund additional positions by the Family Responsibilities Commission Board on 22 February 2010 and subsequently approved by the relevant Minister on 24 March 2010.

PERFORMANCE STATEMENT

Service standards ¹	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Clients subject to agency notifications	2,3,4,5,6	900	970	980
Total agency notifications received	2,3,4,5,6,7	2,000	2,795	2,800
Child Safety and welfare notifications received	8,9	500	260	250
School attendance notifications received	10,11	700	1,095	1,100
School enrolment notifications received	12,13	50	..	20
Housing notifications received	14,15	40	60	150
Offence notifications received	16,17	900	1,380	1,300
Conference notices issued	18,19	900	1,450	1,300
Clients who are on Orders to attend Support Services	20,21	340	650	600
Client service referrals	22,23	900	670	600
Clients with Conference outcomes recommending no further action	24,25	300	429	400
Clients subject to Conditional Income Management (CIM)	26,27	90	220	200
State contribution (\$'000)	28	3,681	3,022	3,156
Other revenue (\$'000)	29,30	100	110	75
Total cost (\$'000)		3,850	4,116	4,284

Notes:

1. An independent evaluation was conducted in 2009-10, assessing the efficacy of the welfare reform trial, including the Family Responsibilities Commission (FRC). The evaluation conducted by KPMG:
 - a. assessed whether the intervention effected significant change in the four areas of the trial: rebuilding social norms and restoring Indigenous authority; addressing the welfare pedestal; increasing individual engagement in the real economy; and transitioning people to home ownership;
 - b. assessed whether the intervention was implemented effectively, and if not, why not;
 - c. will inform future Queensland and Australian Government decision-making and social policy formulation for both the wider community and the Indigenous community; and
 - d. assessed as part of the evaluation framework, the overall high level outcome measures for the welfare reform trial will include (among others): a reduction in child abuse and neglect; an increase in school attendance; a decrease in family and community violence; a decrease in substance use (drug and alcohol) related crime and hospital statistics; a decrease in tenancy breaches in public housing; and an increase in labour force participation.

The evaluation framework including the final performance indicators have been endorsed by the Australian and Queensland Governments and the Cape York Institute for Policy and Leadership in 2008-09.

2. A notification report from a prescribed notification agency that meets the legislative threshold. Where a notification relates to more than one person, each person referred to in the notification is counted as a notification received by the commission. A person can be subject to more than one notification during the period.
3. The number of clients subject to agency notifications includes the number of persons to whom an agency notification is received – either from the Department of Communities (Child Safety Services and Housing and Homelessness Services) or the Department of Education and Training. These are recorded during the period.
4. For Magistrates Courts notifications, each notification is recorded during the period.
5. 'In Jurisdiction' clients are those residing and collecting specified Centrelink payments within the areas of prescribed jurisdiction of the Cape York Welfare Reform Trial in the communities of Aurukun, Coen, Hope Vale and Mossman Gorge.
6. 'Not In Jurisdiction' clients are those either not residing or not collecting specified Centrelink payments within the areas of prescribed jurisdiction in the communities of Aurukun, Coen, Hope Vale and Mossman Gorge. This category of client is not recorded in the figures.
7. A higher than expected volume of agency notifications were received in 2009-10. This trend is expected to continue in 2010-11.
8. Child Safety and welfare notifications are agency notifications received from the Department of Communities and are processed for 'in jurisdiction' and out of jurisdiction clients. These are counted for each individual parent/carer subject to the individual notification. The reduction in notifications is due to the original estimate for the number of these types of notifications being based on 2008-09 notifications which included a large number of notifications relating to reportable incidents dated prior to 1 July 2008. These reportable incidents were prior to the date of the Commission's enabling legislation.
9. A lower than expected volume of Child Safety and welfare notifications was received in 2009-10. This trend is expected to continue in 2010-11.
10. School Attendance notifications are agency notifications received from the Department of Education and Training and processed for 'in jurisdiction' and out of jurisdiction clients. These notifications relate to parents whose children exceed unexplained absences of three full or part days in a single school term. These are counted for each individual parent/carer subject to the individual notification.
11. A higher than expected volume of School Attendance notifications was received in 2009-10. This trend is expected to continue in 2010-11.
12. School Enrolment notifications are agency notifications received from the Department of Education and Training processed for 'in jurisdiction' and out of jurisdiction clients. These notifications relate to parents whose school age children are not enrolled in any school during a school term. These are counted for each individual parent/carer subject to the individual notification.
13. No School enrolment notifications were received in 2009-10. It is anticipated that no or very low numbers of this type on notification will be received in 2010-11.
14. Housing notifications are agency notifications received from the Housing providers and processed for 'in jurisdiction' and out of jurisdiction clients. These notifications relate to tenants who fail to pay rents or have breached a tenancy agreement. These are counted for each individual tenant/common tenants subject to the individual notification.
15. With the increase in formal tenancy agreements in welfare reform communities the commission expects to record an increase in Housing notifications in 2010-11.
16. Offence notifications are agency notifications received from the Magistrates Courts and processed for 'in jurisdiction' and out of jurisdiction clients. These notifications relate to offenders who have appeared before courts on serious matters involving criminal or family violence issues. These are counted for each individual subject to each individual notification/charge.
17. A higher than expected volume of Offence notifications was received in 2009-10. This trend is expected to continue in 2010-11.
18. Conference notices issued relate to individuals found to be 'in jurisdiction' and whose matters are serious enough to be deemed by the commission to require conferencing. Regular conferencing circuits are conducted in each of the four welfare reform communities.
19. A higher than expected volume of conferences was conducted in 2009-10. This trend is expected to continue in 2010-11.
20. Clients who are on an order to attend support services are clients who have received conference notices issued by the commission on two occasions and failed to attend these conferences. Orders for these clients to attend support services for a specified period may be made by the Commissioners in their absence. Orders are also made where a client refuses to enter into an agreement.
21. Due to the higher than expected number of client conferences conducted an increased number of orders were made. This trend is expected to continue in 2010-11.
22. Client service referrals relate to the total number of client voluntary and involuntary referrals made by the commission to support services as a result of conferences conducted in the four welfare reform communities.
23. A lower than expected volume of client service referrals was made in 2009-10. This trend is expected to continue in 2010-11.
24. Clients with outcomes recommending no further action are those clients whom matters have been subject to a conference and, after all matters have been considered, the Commissioners have found the matter as not requiring further intervention and have recommended that no further action be taken.
25. A higher than expected volume of 'no further action' decisions were made in 2009-10. This trend is expected to reduce in 2010-11.
26. Clients subject to Conditional Income Management (CIM) are clients who have been subject to conference and have attended or failed to attend these conferences and the Commissioners have determined and decided that a proportion of 60% or 75% of their income be managed by Centrelink.
27. A higher than expected volume of CIM Orders was made in 2009-10. This trend is expected to reduce in 2010-11.
28. A further funding increase in State contributions from the Cape York Welfare Reform Trial service procurement funding for additional staffing and Local Commissioner training was approved in 2009-10.

29. The 2009-10 Estimated actual is higher than the 2009-10 Target/estimate due to a change in the accounting recognition of Australian Government grant funding received in June 2008 which was previously apportioned across the three and a half year life of the project.
30. The 2010-11 Target/estimate is lower than the 2009-10 Estimated actual due to the projected decrease in bank interest that will be received on the Commission's operating account. This is as a result of the operating account balance decreasing over the life of the project.

INCOME STATEMENT

Family Responsibilities Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	
Grants and other contributions	1,6	3,681	3,022	3,156
Other revenue	2,7,11	100	110	75
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		3,781	3,132	3,231
Expenses				
Employee expenses	8,12	1,865	1,849	2,408
Supplies and services	3,9	1,985	1,659	1,820
Grants and subsidies	4,13	..	586	..
Depreciation and amortisation	5,10,14	..	22	56
Finance/borrowing costs	
Other expenses	
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		3,850	4,116	4,284
OPERATING SURPLUS/(DEFICIT)	15	(69)	(984)	(1,053)

STATEMENT OF CHANGES IN EQUITY

Family Responsibilities Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments		..	2,500	..
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		(69)	(984)	(1,053)
Surplus/(deficit) for the period	
Total recognised income and expense for the period		(69)	1,516	(1,053)
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period	16,17,18	(69)	1,516	(1,053)

BALANCE SHEET

Family Responsibilities Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	23,29	2,020	2,098	1,166
Receivables		20	20	20
Other financial assets	
Inventories	
Other		..	5	..
Non-financial assets held for sale	
Total current assets		2,040	2,123	1,186
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	19,24,30	..	23	13
Intangibles	20,25,31	..	445	399
Other	
Total non-current assets		..	468	412
TOTAL ASSETS		2,040	2,591	1,598
CURRENT LIABILITIES				
Payables		150	150	150
Accrued employee benefits	26,32	260	260	320
Interest-bearing liabilities and derivatives	
Provisions	
Other	21,27,33	1,500
Total current liabilities		1,910	410	470
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		1,910	410	470
NET ASSETS/(LIABILITIES)		130	2,181	1,128
EQUITY				
Capital/contributed equity	
Retained surplus/(accumulated deficit)	22,28,34	130	2,181	1,128
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		130	2,181	1,128

CASH FLOW STATEMENT

Family Responsibilities Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	
Grants and other contributions	35,40	2,681	3,022	3,156
Other	41,45	100	110	80
Outflows:				
Employee costs	42,46	(1,865)	(1,814)	(2,348)
Supplies and services	36,43,47	(1,980)	(1,537)	(1,820)
Grants and subsidies	37,48	..	(586)	..
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities		(1,064)	(805)	(932)
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	38,49	..	490	..
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		..	(490)	..
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		(1,064)	(1,295)	(932)
Cash at the beginning of financial year	39,44,50	3,084	3,393	2,098
Cash transfers from restructure	
Cash at the end of financial year		2,020	2,098	1,166

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. A change occurred in the accounting recognition of Australian Government grant funding received in June 2008 which was previously apportioned across the three and a half year life of the project.
2. Increases in bank interest rates are expected to increase bank interest received in this financial year.
3. Decrease due to a reduction in one-off information technology and communications infrastructure costs and capitalisation of client database development costs.
4. The increase is related to a delay in expenditure on office facilities and staff accommodation projects in remote areas. These funds were anticipated in 2008-09 but were delayed until 2009-10.
5. Depreciation represents amortisation of capitalised costs for leasehold improvements and client database development costs.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

6. A change occurred in the accounting recognition of Australian Government grant funding received in June 2008 which was previously apportioned across the three and a half year life of the project.
7. Decrease in other income represents total bank interest received on the commission's operating bank account as our balance decreases over the life of the project.
8. Increase due to an increase in staffing as a result of operational review.
9. Decrease due to a reduction in one-off information technology and communications infrastructure costs.
10. Increase due to amortisation of capitalised database development and leasehold improvements costs expended in 2009-10.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

11. Bank interest will reduce as the retained surplus is utilised over the life of the trial project.
12. Increase due to an increase in staffing as a result of operational review.
13. Decrease due to a one-off grant for staff accommodation in Aurukun.
14. Increase due to capitalisation of database development and leasehold improvements expended in 2009-10.
15. A change occurred in the accounting recognition of Australian Government grant funding received in June 2008 which was previously apportioned across the three and a half year life of the project.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

16. The increase in the total movement for the period is due to a change in the accounting recognition of Australian Government grant funding received in June 2008 which was previously apportioned across the three and a half year life of the project.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

17. The increase in the total movement for the period is due to a change in the accounting recognition of Australian Government grant funding received in June 2008 which was previously apportioned across the three and a half year life of the project.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

18. The increase in the total movement for the period is due to a change in the accounting recognition of Australian Government grant funding received in June 2008 which was previously apportioned across the three and a half year life of the project.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

19. Increase due to amortisation of leasehold improvements costs expended in 2009-10.
20. Increase due to amortisation of capitalised client database development costs expended in 2009-10.
21. The increase in the total movement is due to a change in the accounting recognition of Australian Government grant funding received in June 2008 which was previously apportioned across the three and a half year life of the project.
22. The increase in equity is due to a change in the accounting recognition of Australian Government grant funding received in June 2008 which was previously apportioned across the three and a half year life of the project.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

23. Decrease in cash assets represents the expenditure of carried forward surpluses as a result of ongoing commission operations over the life of the project.
24. Increase due to amortisation of leasehold improvements costs expended in 2009-10.
25. Increase due to amortisation of capitalised client database development costs expended in 2009-10.
26. Increase due to expected accrued leave and employee obligations.
27. The decrease in unearned revenue is due to a change in accounting treatment of the balance of Australian Government grant funding of \$3.5 million received in 2007-08 for the duration of the trial will reduce grant income in 2009-10 and out years.
28. The increase in equity is due to a change in the accounting recognition of Australian Government grant funding received in June 2008 which was previously apportioned across the three and a half year life of the project.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

29. Decrease in cash assets represents the expenditure of carried forward cash surpluses as a result of commission operations over the life of the project.
30. Decrease due to amortisation of capitalised leasehold improvements costs expended in 2009-10.
31. Decrease due to amortisation of capitalised client database development costs expended in 2009-10.
32. Increase due to expected accrued leave and employee obligations.
33. The decrease in unearned revenue is due to a change in accounting treatment of the balance of Australian Government grant funding of \$3.5 million received in 2007-08 for the duration of the trial will reduce grant income in 2009-10 and out years.
34. The decrease in equity is due to a change in accounting treatment of the balance of Australian Government grant funding of \$3.5 million received in 2007-08 previously recorded as unearned revenue.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

35. This increase represents additional funding of \$0.34 million received in 2009-10 for additional staffing and Local Commissioner training.
36. Decrease due to capitalisation of leasehold improvements and client database development expenses.
37. The increase is related to delay in expenditure on office facilities and staff accommodation projects in remote areas these funds were anticipated in 2008-09 but were delayed until 2009-10.
38. Increase due to client database development costs expended in 2009-10.
39. Increase in cash held due to surplus funds carried forward from 2008-09.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

40. The increase represents additional funding of \$0.38 million to be received in 2010-11 for additional staffing and operational costs.
41. Increases in bank interest rates are expected to increase bank interest received in this financial year.
42. Increase due to additional employee costs arising from increased staffing.
43. Decrease due to capitalisation of leasehold improvements and client database development expenses.
44. Decrease due to utilisation of surplus carried forward funds from 2007-08 resulting from deficit of income to operating expenses as a result of a change in the accounting recognition of Australian Government grant funding received in June 2008 which was previously apportioned across the three and a half year life of the project.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

45. Decrease in other income represents total bank interest received on the commission's operating account as the balance of the operating account decreases over the life of the project.
46. Increase due to additional employee costs arising from increased staffing.
47. Increase due to operating costs associated with increase staffing levels.
48. Decrease is due to expenditure on office facilities and staff accommodation projects in remote areas. The commission anticipates no further grant expenditure on accommodation related projects.
49. Decrease due client database development costs expended in 2009-10.
50. Decrease due to utilisation of surplus carried forward funds from 2007-08 resulting from deficit of income to operating expenses as a result of a change in the accounting recognition of Australian Government grant funding received in June 2008 which was previously apportioned across the three and a half year life of the project.

Residential Tenancies Authority

OVERVIEW

The Residential Tenancies Authority (RTA) is a statutory authority established under the *Residential Tenancies and Rooming Accommodation Act 2008*, accountable to a Board of Directors, and under the portfolio responsibility of the Minister for Community Services and Housing and Minister for Women. The RTA administers the *Residential Tenancies and Rooming Accommodation Act 2008* which regulates the residential rental sector in Queensland.

The RTA is committed to achieving the Queensland Government's ambitions as outlined in *Toward Q2: Tomorrow's Queensland* by providing services within a legislative framework that balance the tenancy rights and responsibilities of all parties in the residential rental sector. The RTA assists tenants, lessors, property managers, park managers, residents and accommodation providers through the management of rental bonds, tenancy information, dispute resolution and compliance activities.

The Queensland rental market continues to grow, primarily due to population growth. The RTA continues to build its capacity to effectively inform, regulate and support the sector as demand for core services increases.

REVIEW OF PERFORMANCE

Recent achievements

In 2009-10, the authority:

- facilitated implementation of the *Residential Tenancies and Rooming Accommodation Act 2008* which commenced on 1 July 2009
- provided \$3.4 million to the Department of Communities to help fund the Tenant Advice and Advocacy Service (Queensland) to inform and support tenants and residents about their tenancy rights and responsibilities
- progressed the next stage of e-Services to enable client internet access to a range of bond administration services including online bond lodgement
- successfully hosted the Australasian Residential Tenancies Conference 2009.

Future developments

In 2011-12, the authority will:

- develop the *Tenancy Amendment Bill* to implement national uniform law on tenancy databases in Queensland
- provide \$4.3 million to the Department of Communities to support the Tenant Advice and Advocacy Service (Queensland)
- implement and support the next stage of e-Services to enable agents to lodge bond payments via the Internet.

SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	159.5	162.5	167.1

Note:

1. Full-time equivalents (FTEs) as at 30 June.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Bond lodgements		242,200	243,500	243,000
Claims forms received (Forms 3 - 6)		338,000	350,000	353,000
Call centre calls answered		378,200	357,800	368,000
Dispute resolution requests - Form 16		19,600	19,600	20,060
Investigations (into non-compliance) commenced	1	700	550	500
User sessions on website		1,200,000	1,200,000	1,200,000
Proportion of disputes lodged resolved after parties participated in conciliation process		65%	68%	65%
Proportion of investigations finalised successfully		90%	90%	90%
Proportion of bond refunds (lodged through Australia Post) processed within 15 minutes		95%	95%	95%
Proportion of bond refunds (via mail or counter) processed within 2 working days		85%	90%	85%
Proportion of bond lodgements processed within 1 working day		90%	91%	90%
Proportion of call centre calls answered by Operator within 120 seconds		85%	86%	85%
Proportion of disputes finalised within 28 days of receipt	2	70%	85%	80%
Proportion of investigations finalised within six months of commencement		90%	94%	90%
Australia Post agencies operating as RTA Agents		583	583	578
Average return on investment (%)		5%	6.9%	6%
Total cost for RTA output (excluding grants) as a proportion of the value of bonds held		3.9%	4.2%	4.3%
State contribution (\$'000)	
Other revenue (\$'000)		26,400	36,346	34,063
Total cost (\$'000)		25,318	25,867	28,730

Notes:

1. Lower than anticipated number of complaints received about non-compliance.
2. Due to consistently high performance this target has been increased.

INCOME STATEMENT

Residential Tenancies Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	
Grants and other contributions	
Other revenue	1,4	26,400	36,346	34,063
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		26,400	36,346	34,063
Expenses				
Employee expenses	5,9	12,386	12,315	13,554
Supplies and services	2,6	7,565	8,360	8,963
Grants and subsidies	7,10	3,870	3,898	4,853
Depreciation and amortisation	3,8	1,419	1,208	1,263
Finance/borrowing costs	
Other expenses		26	27	30
Losses on sale/revaluation of property, plant and equipment and investments		52	59	67
Total expenses		25,318	25,867	28,730
OPERATING SURPLUS (DEFICIT)		1,082	10,479	5,333

STATEMENT OF CHANGES IN EQUITY

Residential Tenancies Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		1,082	10,479	5,333
Total recognised income and expense for the period		1,082	10,479	5,333
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		1,082	10,479	5,333

BALANCE SHEET

Residential Tenancies Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	11,17,24	1,468	32,452	41,302
Receivables	12,18	249	615	715
Other financial assets	13,19,25	561,542	547,251	597,251
Inventories	
Other		180	321	321
Non-financial assets held for sale	
Total current assets		563,439	580,639	639,589
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	14,20	11,552	8,680	8,431
Intangibles	21	3,631	3,771	4,193
Other		11	2	2
Total non-current assets		15,194	12,453	12,626
TOTAL ASSETS		578,633	593,092	652,215
CURRENT LIABILITIES				
Payables	22,26	547,906	547,786	600,982
Accrued employee benefits		1,302	1,237	1,498
Interest-bearing liabilities and derivatives		6	6	6
Provisions	
Other	
Total current liabilities		549,214	549,029	602,486
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	15,23,27	1,314	1,671	2,004
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		1,314	1,671	2,004
TOTAL LIABILITIES		550,528	550,700	604,490
NET ASSETS (LIABILITIES)		28,105	42,392	47,725
EQUITY				
Capital/contributed equity	
Retained surplus/(accumulated deficit)		21,659	38,144	43,477
Reserves:				
- Asset revaluation reserve	16	6,446	4,248	4,248
- Other (specify)	
TOTAL EQUITY		28,105	42,392	47,725

CASH FLOW STATEMENT

Residential Tenancies Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		(32)	(75)	(47)
Grants and other contributions	
Other	28,30,33	26,291	38,055	33,983
Outflows:				
Employee costs	31,34	(12,013)	(11,697)	(12,960)
Supplies and services		(7,565)	(8,360)	(8,963)
Grants and subsidies	32,35	(3,870)	(3,898)	(4,853)
Borrowing costs	
Other		49,974	50,446	53,166
Net cash provided by/(used in) operating activities		52,785	64,471	60,326
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		13	33	15
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	29,36	(1,741)	(3,880)	(1,491)
Payments for investments		(51,057)	(50,124)	(50,000)
Loans and advances made	
Net cash provided by (used in) investing activities		(52,785)	(53,971)	(51,476)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by (used in) financing activities	
Net increase/(decrease) in cash held		..	10,500	8,850
Cash at the beginning of financial year		1,468	21,952	32,452
Cash transfers from restructure	
Cash at the end of financial year		1,468	32,452	41,302

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Increase due to recovery of financial markets.
2. Increase due to rent and relocation costs for new office accommodation.
3. Decrease due to later commissioning of internally generated software acquisitions.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

4. Increase due to recovery of financial markets.
5. Increase due to increased wage rates and new staff to meet increased demand.
6. Increase due to increase in rent as RTA relocated from own building to leased facilities.
7. Increase due to increased funding to Department of Communities to support Tenancy Advice and Advocacy Service.
8. Decrease due to later commissioning of internally generated software acquisitions.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

9. Increase due to increased wage rates and new staff to meet increased demand.
10. Increase due to increased funding to Department of Communities to support Tenancy Advice and Advocacy Service.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

11. Increase due to increase in direct investment in cash assets.
12. Increase in interest receivable due to growth in term deposits.
13. Decrease due to increase in direct investment in term deposits.
14. Decrease due to revaluation of RTA land and building.
15. Increase due to review of employee leave entitlements.
16. Decrease due to revaluation of RTA land and building.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

17. Increase due to increase in direct investment in cash assets.
18. Increase in interest receivable due to growth in term deposits.
19. Increase due to growth in rental bond numbers and values.
20. Decrease due to revaluation of RTA land and buildings.
21. Increase due to continued development of internally generated software.
22. Increase due to growth in rental bond numbers and values.
23. Increase due to review of employee leave entitlements.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

24. Increase due to increase in direct investment in cash assets.
25. Increase due to growth in rental bond numbers and values.
26. Increase due to growth in rental bond numbers and values.
27. Increase due to review of employee leave entitlements.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

28. Increase due to recovery of financial markets.
29. Increase due to continued development of internally generated software.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

30. Increase due to recovery of financial markets.
31. Increase due to increased wage rates and new staff to meet increased demand.
32. Increase due to increased grant paid to Department of Communities.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

33. Decrease in income as financial markets are expected to stabilise.
34. Increase due to increased wage rates and new staff to meet increased demand.
35. Increase due to increased grant paid to Department of Communities.
36. Decrease due to completion of projects, and subsequent decrease in expenditure.

PART 16

Department of Education and Training

Summary of departmental portfolio budgets

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
3-65	Department of Education and Training – controlled	7,217,329	7,132,731	7,475,163
	Department of Education and Training – administered	2,437,480	2,684,336	2,624,611
3-96	Queensland Studies Authority	41,111	42,347	42,174
3-104	Southbank Institute of Technology	118,824	116,968	127,190
3-111	Gold Coast Institute of TAFE	63,870	66,099	63,868

Note:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Minister for Education and Training is responsible for the Department of Education and Training and a number of statutory authorities including the Queensland Studies Authority, Southbank Institute of Technology and the Gold Coast Institute of TAFE.

STRATEGIC ISSUES

The department provides and supports quality education and training across the entire continuum of learning, through kindergarten, schooling, training and higher education. It has responsibility for delivery of the Tomorrow's Queensland Smart targets:

- all children will have access to a quality early childhood education so they are ready for school and
- three out of four Queenslanders will hold trade, training or tertiary qualifications.

The department pursues three strategic objectives for Queensland and associated long term performance indicators to deliver the Tomorrow's Queensland Smart ambition:

- **Queensland children will have access to quality early childhood education and care.**
 - the proportion of children enrolled in a quality kindergarten program, including the proportion of Indigenous children and children in disadvantaged communities.
- **Every young Queenslander will be prepared with the educational foundations to support successful transitions to further education, training and work.**
 - proportion of school students at or above the National Minimum Standard, and in the top two bands of achievement, in National Assessment Program Literacy and Numeracy (NAPLAN) testing including reducing the gap between Indigenous and non-Indigenous reading and numeracy achievements; and
 - Queensland's relative performance against other Australian jurisdictions in literacy, numeracy and science.
- **Queenslanders will be skilled to maximise their opportunities and productively contribute to Queensland's economy.**
 - proportion of 20-24 year olds attaining Year 12 or equivalent or Certificate II qualifications, including reducing the gap between Indigenous and non-Indigenous Year 12 or equivalent attainment and proportion of post Year 12 students who are in work, further education and training; and
 - proportion of 25-64 year olds with Certificate III or higher qualifications.

The department will continue to:

- work with the Australian Government through strong partnerships in the areas of early childhood development and early childhood education and care, Indigenous participation, improving teacher quality, literacy and numeracy, better outcomes for schools in low socio-economic communities, school infrastructure, improving youth attainment and transitions and skills and workforce development
- work with the Queensland Studies Authority and the schooling sectors to develop a comprehensive plan to support the implementation of the Australian Curriculum
- drive a range of major policy agendas in 2010-11, including strategic reforms in the vocational education and training sector, the implementation of the Government's commitment to early childhood education and care, and the development of the Government response to issues raised in the discussion paper *A Flying Start for Queensland Children*

- lead statewide consultations on major proposals in the discussion paper, such as moving Year 7 to secondary school and establishing a single authority to oversight educational standards for all teachers and schools across Queensland
- conduct an educational campaign to encourage parents to read to their children, recruit and train volunteers to read to children in schools, establish Teaching Centres of Excellence, and conduct a review of teacher pre-service preparation
- plan the way our services are delivered to respond to issues including continued growth in Queensland's urban areas, catering for smaller rural populations within our geographically dispersed state, our future skill needs, uses of technology and our environmental footprint.

2010-11 HIGHLIGHTS

In 2010-11 the department will invest \$8.179 billion in recurrent funding and \$1.381 billion in infrastructure.

School Education

Literacy, numeracy and science

The department is seeking to improve the literacy, numeracy and science results of students by:

- implementing the Government's response to Professor Geoff Masters' report *A Shared Challenge: Improving Literacy, Numeracy and Science Learning in Queensland Primary Schools*. This includes the trial of new literacy, numeracy and science tests for pre-service primary school teachers by the Queensland College of Teachers in 2010. A testing program for all aspiring primary school teachers will commence in 2011
- continuing the roll-out of its \$72.3 million three year Literacy and Numeracy Action Plan. Funding of \$25.8 million in 2010-11 will provide:
 - between 10 and 20 hours of intensive teaching each year for Year 3 and 5 students not meeting national minimum standards in literacy and numeracy;
 - literacy and numeracy coaches in 175 schools as part of the Literacy and Numeracy National Partnership;
 - the continuation of summer schools to assist those Year 5 to 7 students not meeting national minimum standards in literacy and numeracy; and
 - ongoing professional development for teachers to increase their skills and knowledge in assisting students under-performing in literacy and numeracy.
- providing funding of \$19.5 million under the second year of the \$43.5 million three year Science Spark program. The program includes the continued employment of 15 Regional Science Managers to provide professional development in primary schools to support the teaching of science, 100 Primary Science Facilitators to improve knowledge of science for students in Years 4 to 7 and the expansion of the number of Earth Smart schools to 600.

Teaching and Learning

- Develop and implement the Queensland Government's position in relation to *A Flying Start For Queensland Children* including:
 - a commitment to engage the community in schools with the recruitment and training of up to 3,000 volunteers to become Queensland Ready Readers. These volunteers will receive training to assist young readers in classrooms across the state to build their confidence in, and enjoyment of, reading; and

- a statewide educational program highlighting the importance of parents and carers reading to children in the early years to give them a flying start in school.
- The provision of the second year of funding of \$3.6 million over three years for the establishment of the Queensland Education Leadership Institute (QELI), due to be launched in July 2010.
- A provision for up to 316 full-time equivalent (FTE) additional teachers and teacher aides to meet enrolment growth in Queensland state schools.
- Funding of \$14.1 million for an additional 5,000 teacher aide hours per week in 2010-11 (totalling an additional 10,000 hours since 2008-09) under the second year of the Government's \$43 million three-year commitment to allocate an additional 15,000 hours of teacher aide time each week to support primary students from Prep to Year 7.
- Investing over \$50 million in 2010-11 through a range of initiatives in professional development to enhance the capability of staff, including TAFE and school teachers.
- Working with all education sectors through the Queensland Schools Alliance Against Violence to implement a range of strategies including statewide forums and resource materials to combat bullying and violence.
- Funding of \$15 million per annum will provide an additional \$10,000 in grant funding for each school from the 2010 school year, with an extra \$3,000 per school for schools in disadvantaged areas.
- Funding of \$3 million in 2010-11 for the third year of a \$12 million four year commitment, will continue implementation of the Queensland Curriculum Assessment and Reporting Framework for school Years 1 to 9. This will include the implementation of Queensland Common Assessment Tasks (QCATs) for Year 4, 6 and 9 English, Maths and Science in all state schools.
- Continue to prepare for the implementation of the Australian Curriculum.
- Funding of \$40.2 million will be provided to over 70 state schools involved in the Low Socio-economic Status School Communities National Partnership to continue implementation of targeted strategies to improve student learning outcomes. This includes providing ongoing support for 10 Turnaround Teams to work with school leaders and staff to help lift student performance in over 100 state schools.
- Funding of \$3.8 million is provided in 2010-11 for the continuation of the Every Child Counts and the Edmund Rice Bridge Program. Every Child Counts involves the trial of new and innovative approaches to improving the educational outcomes of students in the Logan area. The Edmund Rice Bridge program is an innovative model of support for young people aged between 12 and 15 years who are returning from the juvenile justice system.
- Investing \$9.8 million in 2010-11 to complete the \$30 million four-year commitment to implement Australian Sign Language (Auslan) as the language of instruction for deaf/hearing impaired students using signed communication.
- Providing \$2.5 million in 2010-11, to complete the \$10 million four-year commitment, for the Indigenous Education Support Structures pilot operating across five clusters of state schools and a number of non-state schools to improve the attendance, achievement and school completion of Indigenous students.
- Investing over \$100 million in Smart Classrooms initiatives to improve student, teacher and parent access to digital learning materials and \$20 million under the Computers for Teachers program will continue the provision of a dedicated classroom computer and associated professional development to every permanent state school and TAFE institute teacher working two days or more a week.
- Funding of \$56 million for additional computers is provided in 2010-11 under the Australian Government's Digital Education Revolution to improve access to Information and Communication Technology for Queensland state school students in Years 9 to 12.

School Education Infrastructure

- As part of a major investment in infrastructure for schools, the 2010-11 Budget provides:
 - \$207 million to complete the State Schools of Tomorrow Program, to deliver new and renewed facilities that support modern teaching methods to some of the older schools in the State;
 - \$135 million to construct two new schools at Springfield, relocate two schools, undertake staged work at six schools, buy land, and to provide additional classrooms at existing schools in growth areas throughout the State;
 - \$95 million to replace and enhance facilities at existing schools;
 - \$8 million to continue the solar and energy efficiency program in schools;
 - \$11 million to acquire new employee housing and refurbish existing housing stock;
 - \$12.5 million, including a \$5 million prioritisation from State Schools of Tomorrow, for maintenance of employee housing;
 - \$98.1 million for school maintenance which includes a \$16 million prioritisation from State Schools of Tomorrow, towards the removal of asbestos from Queensland State Schools; and
 - \$50 million to assist non-state schools that cater for disengaged young people to build new schools or to upgrade or extend existing school facilities.
- In 2010-11 the department will:
 - continue the Public Private Partnership Schools Project to build, operate and maintain seven new state schools in high growth areas within South East Queensland. Primary schools will be located in the wider Bellbird Park area (Augustine Heights) and Collingwood Park in Ipswich (opening 2011), East Coomera (opening 2011) and Bundilla on the Sunshine Coast (opening 2012). A new high school will be built at Murrumba Downs (opening 2012);
 - deliver projects totalling some \$703 million, as part of the National School Pride, Science and Language Centres, and Primary Schools for the 21st Century components of the Australian Government's Building the Education Revolution initiative; and
 - allocate \$55 million of Australian Government funding to upgrade or build new training facilities for schools under the Trade Training Centres in Schools Program in Queensland.

Tertiary Education – Vocational Education and Training (VET) and Higher Education

To ensure Queensland has the skills to support the economy, the department will:

- provide funding of over \$500 million in 2010-11 for vocational education and training, including apprenticeships and traineeships, through the public provider network of TAFE institutes, statutory TAFE institutes, the Australian Agricultural College Corporation and private registered training organisations
- provide a major boost to skilling through the Australian Government's contribution of \$115.9 million to the National Partnership Agreement on Productivity Places Program
- create the Queensland Skills Commission (QSC), an industry-led authority to drive training investment and skills reform, establishing a partnership with industry that supports industry investment and aligns training programs with real skills and jobs
- continue the reform of the Queensland TAFE system to increase flexibility and responsiveness to meet the needs of industry and the community
- develop the skills of teachers in innovative teaching, learning and assessment, across the Vocational Education and Training (VET) sector

- deliver State-wide training and career information services, including recognition of prior learning and career pathways, through Skilling Solutions Queensland and the Apprenticeships Info line
- continue to develop effective pathways between school, tertiary education, training and into the workforce
- reform funding arrangements to improve the capacity of industry to choose how, where, when and by whom training is delivered
- provide training and training support to Indigenous Queenslanders through \$2.7 million of State funding to complete the four-year Training Initiatives for Indigenous Adults in Regional and Remote Communities program, a joint dollar for dollar State-Australian Government initiative
- contribute \$9 million in 2010-11 towards the Government's Green Army initiative for training projects that have significant environmental and community benefit.

VET Infrastructure

Significant investment in training infrastructure during 2010-11 includes:

- \$36 million to continue the development of the SkillsTech Australia major trade and technician skills campus at Acacia Ridge
- \$24 million to continue the redevelopment of the Cairns campus of the Tropical North Queensland Institute of TAFE
- \$13 million to complete the development of the Coomera Education Precinct of the Gold Coast Institute of TAFE
- \$10 million to continue the development of a major trade and technical skills campus at Mackay
- \$6 million to redevelop the Bundamba Campus of The Bremer Institute of TAFE
- \$4.7 million, funded jointly by the Queensland and Australian Governments and Ports North, to complete the Great Barrier Reef International Marine College in Cairns (this includes \$1 million from the Trade Training Centres in Schools initiative).

Early Childhood Education and Care (ECEC)

- The Government's strong investment in existing community kindergartens will continue with the provision of \$43.9 million. In addition, kindergarten programs will be gradually implemented in other settings, including further expansion into long day care services.
- An investment of over \$1 million over two years in a new scholarship scheme will support eligible early childhood education and care workers to upgrade early childhood teacher qualifications for registration.
- The kindergarten learning guideline will be finalised by the Queensland Studies Authority, providing clear expectations for the delivery of approved kindergarten programs.
- Commencing in July 2010, licensees of early childhood education and care services will be required to keep and maintain a compliance history log book to provide parents and the community with information about formal notices for failing to meet the requirements of the *Child Care Act 2002*.
- The department will work with the Australian Government to commence trial implementation of the National Quality Standard for Early Childhood Education and Care. This trial will inform the refinement of the new national rating system and implementation planning for the National Quality Framework from 1 January 2012.

Early Childhood Infrastructure

- Funding of \$321 million over five years to provide up to 240 extra kindergarten services by 2014. In 2010-2011, 12 kindergarten services will open in 11 State Schools at Tin Can Bay, Seaforth, Beachmere, Gaven, Deception Bay North, Fairview Heights, Sunset, Carina, Flagstone, Crestmead and Rochedale South. Construction will commence on four kindergarten services at Forest Lake College, Prince of Peace Lutheran College (Everton Hills) and St Andrews Catholic College (Redlynch, Cairns).
- The Government will accelerate planning and delivery of 40 kindergarten services originally scheduled for 2013 and 2014, to open a total of 86 services in 2012.
- In addition, the department will provide a solar photovoltaic system (conversion of sunlight into electricity using solar panels) to up to 240 extra kindergartens being established by 2014.
- Construction of an early years centre in Cairns to commence services in 2011. This centre finalises a \$32 million commitment to establish four early years centres that provide integrated early childhood education and care, family support and child and family health services.
- Construction of early learning and care centres at Cairns, Townsville and Gladstone to provide long day care and a kindergarten program in partnership with the Australian Government.
- Funding of \$6 million to establish early childhood centres including Beaudesert and Acacia Ridge. Services will include early childhood education and care, health and parenting support services for children aged birth to eight years and their families.
- Continuing the funding of \$3.6 million to expand child care services in the Bowen Basin mining communities of Moura, Moranbah, Dysart, Blackwater and Middlemount.
- Funding of \$75.2 million provided by the Australian Government for 10 children and family centres to be established by 2012 to cater for the needs of Indigenous children from birth to eight years. The first four centres will be established at Mount Isa, Cairns, Mareeba and Ipswich.

RECENT ACHIEVEMENTS

School Education

In 2009-10, the department provided services to 311,130 students in state primary schools, 174,130 students in state secondary schools and 3,390 students in state special schools.

The department released the discussion paper *A Flying Start for Queensland Children* and provided \$2.2 million to conduct an extensive consultation process including community consultation forums across Queensland, conduct a reading awareness campaign, manage online feedback and promote the Queensland Ready Readers to engage the community in schools and encourage volunteers to participate.

Literacy, numeracy and science

Student literacy, numeracy and science outcomes have been supported through:

- the Government's response to the Masters Review committing to nine key actions designed to enhance teaching and learning in literacy, numeracy and science including amendments to *Education (Queensland College of Teachers) Act 2005*
- the Literacy and Numeracy Action Plan where the department has funded 91 coaches, established 73 summer schools to improve outcomes for students in Years 5 to 7 and provided between 10 and 20 hours of intensive teaching for students not meeting national standards in literacy and numeracy

- recruitment of 15 Regional Science Managers and 100 Primary Science Facilitators as part of the Science Spark program
- increasing the number of Earth Smart Science Schools from 60 to more than 300, providing professional development for staff to monitor and reduce each school's ecological footprint, and promoting 2010 as the Year of Environmental Sustainability
- the establishment of a Science, Technology, Engineering and Mathematics (STEM) working group under the Higher Education Forum to investigate how the higher education sector can contribute to the improvement of STEM education through the selection and training of prospective teachers and the ongoing professional development of existing teachers
- continued implementation of the *Literacy – the Key to Learning: Framework for Action* in state schools through the provision of \$18 million to provide access to professional development for Prep to Year 9 teachers and early years teacher aides.

Teaching and Learning

In 2009-10, the department:

- employed an additional 348 full-time equivalent (FTE) additional teachers and teacher aides (FTE) to meet enrolment growth in Queensland state schools
- provided an additional 5,000 teacher aide hours per week at a cost of \$4.5 million as part of the Government's \$43 million three-year commitment to allocate an additional 15,000 hours of teacher aide time each week to support primary students from Prep to Year 7
- invested over \$48 million in professional development to enhance the capability of staff, including TAFE and school teachers
- allocated \$7.5 million to provide an additional \$10,000 in grant funding for each school with an extra \$3,000 per school for schools in disadvantaged areas
- continued the implementation of the Queensland Curriculum Assessment and Reporting Framework for school Years 1 to 9 and commenced preparation for the implementation of the Australian Curriculum
- commenced the Every Child Counts program and Edmund Rice Bridge Program to provide innovative models of support and early intervention for young people at risk of disengaging from education and other social connections
- continued the implementation of Australian Sign Language (Auslan) as the language of instruction for deaf/hearing impaired students using signed communication
- allocated \$1.6 million to complete the four-year pilot for the provision of support for students and their families from Cape York, Palm Island and the Torres Strait while the students study away from home at rural and urban secondary schools
- continued the Indigenous Education Support Structures pilot operating across five clusters of state schools and across a number of non-state schools to improve the attendance, achievement and school completion of Indigenous students
- continued the roll-out of the Smart Classrooms initiatives and Computers for Teachers program to improve student, teacher and parent access to digital learning materials
- replaced, for Queensland state school students in Years 9 to 12, approximately 14,000 computers and associated infrastructure under the Australian Government's Digital Education Revolution.

School Education Infrastructure

As part of a major investment in education infrastructure the department in 2009-10 has:

- constructed and upgraded facilities totalling \$297 million, as part of the State Schools of Tomorrow Program

- invested \$209 million to relocate Amberley State School to a new site in Yamanto, acquire land, undertake staged work at eight schools and provide additional classrooms at existing schools in growth areas throughout the State
- continued to replace and enhance facilities at existing schools totalling \$128 million
- invested \$41 million to continue the solar and energy efficiency program in schools
- invested \$24 million to acquire new employee housing and refurbish existing housing stock
- continued to remove asbestos from Queensland state schools, as part of the maintenance and capital works program
- invested \$126.4 million, including the prioritisation of \$45 million from the State Schools of Tomorrow program, to undertake the School Annual Maintenance program
- allocated \$22.2 million, including the prioritisation of \$15 million from the State Schools of Tomorrow program, for maintenance of employee housing
- completed Peregrin Springs State School and Bay View State School as part of the Public-Private Partnership Schools Project. Commenced the development of primary schools located at the wider Bellbird Park area (Augustine Heights) and Collingwood Park in Ipswich and at East Coomera on the Gold Coast (opening 2011)
- delivered projects totalling approximately \$1.295 billion, as part of the National School Pride, Science and Language Centres, and Primary Schools for the 21st Century components of the Australian Government's Building the Education Revolution initiative
- continued the implementation of the Trade Training Centres in Schools Program with the establishment of 29 Trade Training Centres in metropolitan and regional Queensland.

Tertiary Education - VET and Higher Education

In 2009-10, 280,300 students were enrolled in vocational education and training and Queensland awarded 64,600 qualifications at the highly valued Certificate III and above level through the public provider network of TAFE institutes, statutory TAFE institutes, the Australian Agricultural College Corporation and private registered training organisations.

In 2009-10, the department:

- employed a range of initiatives to develop the skills of Queenslanders including:
 - delivering career information and training referral services to over 27,000 Queenslanders through Skilling Solutions Queensland, with over 10,000 being referred for recognition of prior learning;
 - launching a tailored Skilling Solutions Queensland service for the construction industry, in partnership with Construction Skills Queensland and the Energy Industry that focuses on 'green' qualifications;
 - reaching more than 730 enrolments in the first year of the four year Green Building Skills Fund to assist building and construction industry participants to gain a better understanding of green building practices;
 - allocating more than 1,270 places under the Pre-apprenticeship Skilling Pathway, implemented to assist prospective apprentices with employment opportunities; and
 - commencing a review of teacher pre-service preparation.
- worked with the Australian Government to create additional training places under the National Partnership Agreement on Productivity Places Program
- enabled Queensland to have a high participation in VET in Schools programs with over 40% of national School-Based Apprentice and Trainees (SATs) commencements
- provided funding of \$5 million to formally recognise the skills and experience of individuals in trades and other occupations through recognition of prior learning

- allocated \$4.8 million to support a range of industry engagement models that promote industry leadership of skills formation and workforce development
- contributed \$9 million in 2009-10 to the Government's Green Army initiative for training projects that have significant environmental and community benefit
- continued to tailor specific support to meet the training and education needs of Indigenous Queenslanders through:
 - \$ 2.7 million of state funding for the third year of the four-year Training Initiatives for Indigenous Adults in Regional and Remote Communities Program, a joint dollar-for-dollar state-federal initiative;
 - the expansion and development of the Indigenous Transition Support Service and continuation of the Indigenous Lighthouse Grants programs;
 - identifying Aspirations to Employment for Aboriginal and Torres Strait Islander people through models for education, training and employment pathways to progress the Aboriginal & Torres Strait Islander Health Clinical Task Group agenda; and
 - the development of an Indigenous Higher Education Action Plan.

VET Infrastructure

Significant investment in training infrastructure during 2009-10 included:

- \$24 million to develop a major trade and technician skills campus at Townsville
- \$31 million for the continued development of the SkillsTech Australia major trade and technician skills campus at Acacia Ridge
- \$13 million to develop the Coomera Education precinct of the Gold Coast Institute of TAFE
- \$5.8 million, funded jointly by the Queensland and Australian Governments and Ports North, to commence development of the Great Barrier Reef International Marine College in Cairns.

Early Childhood Education and Care (ECEC)

- In 2009-10, the department continued funding through the Department of Education Community Kindergarten Assistance Scheme (DECKAS) with the provision of \$41.5 million to support the delivery of early education programs in community kindergartens.
- In December 2009, the Government announced that 141 long day care centres were eligible to offer an approved kindergarten program as part of the 2010 Kindergarten Pilot Program.
- The department commenced Queensland's new kindergarten funding scheme, including additional subsidies for services in socio-economically disadvantaged and remote areas and targeted subsidies for low income families.
- Pre-prep early learning programs were provided across 35 Indigenous communities.
- As part of the Best Start Reading to Children initiative, funding was provided to The Smith Family to deliver their Let's Read program in three locations in Far North Queensland, Cape York and Torres Strait.
- The *Child Care Act 2002* was amended to provide for the publishing of serious non-compliance by child care services and requiring services to keep and maintain a compliance history logbook.
- The *Education (Queensland College of Teachers) Act 2005* was amended to enable the recognition of teaching in non-school settings (including kindergarten) for the purposes of teacher registration including renewals and moving from provisional to full registration.

- The *Education (Queensland Studies Authority) Act 2002* was amended to enable the Authority to develop the Queensland Kindergarten Learning Guideline.

Early Childhood Infrastructure

In 2009-10, the department:

- committed \$11.8 million for new kindergarten services on state school sites including sites at Stretton State College, Moorooka, Mudgeeraba, Beaconsfield, Oonoonba and Woodford State Schools as well as an extension to an existing kindergarten service located at Carina State School
- committed funding to establish extra kindergarten services on non-state school sites at St Andrew's Catholic College (Redlynch, Cairns), Forest Lake College and Prince of Peace Lutheran College (Everton Hills)
- commenced operation of an early years centre at Browns Plains and planning commenced for a further early years centre at Cairns to open in 2011
- commenced operation of the early learning and care centre at Amberley District State School providing long day care and a kindergarten program
- expanded child care capacity in the Bowen Basin communities of Clermont and Theodore
- opened new early childhood education and care services at Nanango, Beenleigh, Toowoomba North, and Ayr. Funding has also been committed to refurbish and extend The Gap C&K community kindergarten.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. These are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

The department's transition from 'outputs' to 'services' is summarised as follows:

2009-10 Outputs	2010-11 Services
Early Childhood Education and Care	Early Childhood Education and Care
Early Phase of Learning	School Education
Middle Phase of Learning	
Senior Phase of Learning	
Students with Disabilities	
Non-State Education	
Vocational Education and Training	Tertiary Education – VET and Higher Education
Higher Education	

The department's services are:

Early Childhood Education and Care

Providing children with access to quality early childhood education including establishing and funding kindergarten services, funding a range of parent and family support programs and licensing and regulating early childhood services.

School Education

Delivering Preparatory to Year 12 in Queensland State Schools to prepare young people for successful transitions into further education, training and/or work and administering funding for Queensland non-state schools.

Tertiary Education – VET and Higher Education

Supporting the skilling needs of Queensland through the funding and delivery of vocational education and training and providing support to higher education providers.

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services				
Early Childhood Education and Care		173	182	206
School Education	2,3,4	56,904	57,337	57,840
Tertiary Education – VET and Higher Education	5	7,273	7,220	7,156
Total services		64,350	64,739	65,202
Total		64,350	64,739	65,202

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. FTEs in School Education include employees from Corporate and Professional Services which was subsumed into the Department of Education and Training during 2009-10.
3. The increase in FTEs in 2010-11 is due mainly to the appointment of 316 FTE additional teachers and teacher aides to meet enrolment growth in Queensland state schools, and 131 FTE teacher aides to meet the Government three year commitment to provide an additional 15,000 teacher aide hours per week.
4. FTEs for School Education include all program funded, Australian Government funded, school funded employees and long service leave numbers, as an Estimated Actual for 30 June 2010 and as an estimate for 30 June 2011.
5. FTEs include employees utilised by the Gold Coast Institute of TAFE and Southbank Institute of Technology.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Early Childhood Education and Care	118,881	82,922	..	35,959	..
School Education ²	5,962,528	4,819,943	45,242	822,568	274,775
Tertiary Education – VET and Higher Education	1,393,754	736,566	153,701	369,026	134,461
Total	7,475,163	5,639,431	198,943	1,227,553	409,236

Notes:

1. Explanations of variances are provided in the financial statements.
2. School Education also includes the Office of Non-State Schooling.

ADMINISTERED ITEMS

The department maintains a strong and active relationship with the portfolio's statutory authorities, government-supported entities and community organisations to deliver education and training programs that support whole-of-Government priorities and build effective working relationships.

DESCRIPTION

The Government provides financial assistance to non-state schools for both capital and recurrent purposes. In 2010-11 a total of \$573.3 million in State-funded recurrent and capital grants will be directed to non-state schools. The department also administers Australian Government funds received for non-state schools in Queensland.

Programs administered in 2010-11 also include:

- \$0.35 million in financial support to student hostels
- approximately \$3.4 million to community organisations for the provision of specialist support for students with special needs. Funding agreements exist with non-government organisations including:
 - Autism Queensland;
 - Centre Education program;
 - Childhood Language and Related Disorders;
 - Hear and Say;
 - Noah's Ark Resource Centre;
 - Royal Queensland Bush Children's Health Scheme;
 - Down Syndrome Association of Queensland;
 - Specific Education Learning Disabilities (SPELD); and
 - Spina Bifida Hydrocephalus Queensland.

Financial statements in relation to Administered Items on behalf of the whole-of-Government appear in the financial statements section.

ADMINISTERED ITEMS STATEMENT

Department of Education and Training	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
EDUCATION				
STATE FUNDING				
Assistance to non-state sector				
Assistance to non-state schools				
Recurrent funding for non-state schools				
General recurrent grants	4,9	435,721	435,721	467,114
Grammar school endowments		164	164	164
School Transport		4,649	4,581	4,696
Total recurrent funding for non-state schools		440,534	440,466	471,974
Capital assistance for non-state schools				
Capital assistance	1,5,10	47,591	45,982	95,982
External Infrastructure		5,567	5,393	5,393
Total capital assistance for non-state schools		53,158	51,375	101,375
Total assistance for non-state schools		493,692	491,841	573,349
Assistance to other non-state sector				
Community kindergarten assistance scheme				
Recurrent	6,11	41,097	41,287	43,704
Capital		204	242	189
Total Community kindergarten assistance scheme		41,301	41,529	43,893
Student Hostels				
Recurrent		261	248	254
Capital		100	114	100
Total Student Hostels		361	362	354
Living away from home allowances		6,524	6,480	6,652
Textbook and resource allowances		16,058	15,730	16,540
Weekend and vacation travel		44	44	44
Community Organisations		3,399	3,350	3,434
Non-state Accreditation Board		54	54	54
Total Assistance to other non-state sector		67,741	67,549	70,971
Total Assistance to non-state sector		561,433	559,390	644,320
Other				
Textbook and resource allowance - state	2	27,879	26,660	27,497
Queensland Studies Authority	7,12	31,217	31,217	32,413
Other		100	100	100
TOTAL STATE FUNDING		620,629	617,367	704,330

Department of Education and Training	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
COMMONWEALTH ASSISTANCE TO NON-STATE EDUCATION	3,8,13	1,816,851	2,066,969	1,920,281
TOTAL ADMINISTERED ITEMS		2,437,480	2,684,336	2,624,611

Notes:

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Decrease due to lower levels of indexation.
2. Decrease due to lower levels of indexation and movement in enrolments.
3. Increase due to Australian Government priorities.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

4. Increase due to the flow on impact of increased expenditure in schools.
5. Increase due to a one-off State capital contribution.
6. Increase due to indexation and changes in the number of crèche and kindergarten units and centres in receipt of benefits.
7. Increase due to the provision of enterprise bargaining outcomes.
8. Increase due to Australian Government priorities.

Major variations between 2009-10 Estimated actual and 2010-11 Estimate include:

9. Increase due to the flow on impact of increased expenditure in schools.
10. Increase due to a one-off State capital contribution.
11. Increase due to indexation and changes in the number of crèche and kindergarten units and centres in receipt of benefits.
12. Increase due to the provision of enterprise bargaining outcomes.
13. Decrease due to the winding down of the Australian Government program Building the Education Revolution.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Early Childhood Education and Care				
<i>Access</i>				
Proportion of Queensland children enrolled in a quality kindergarten program	1	New measure	32%	36%
Proportion of enrolments in a quality kindergarten program:				
– Indigenous children	1	New measure	27%	33%
– children in disadvantaged communities	1	New measure	52%	55%
<i>Regulation</i>				
Percentage of licensed child care services receiving at least one visit per annum from the Office		98%	98%	98%
Percentage of complaints relating to serious safety breaches in licensed child care services that are responded to by the Office within two working days		100%	100%	100%
State contribution (\$'000)		62,456	43,915	82,922
Other revenue (\$'000)		38,303	17,775	35,959
Total cost (\$'000)		100,759	61,690	118,881
Service: School Education				
<i>Literacy and Numeracy Outcomes</i>				
Year 3 Test – Percentage of students at or above the National Minimum Standard for	2			
All:	3,4			
• Reading		89%	90.7%	92%
• Writing		92%	90.3%	93%
• Numeracy		91%	87.8%	92%
Indigenous students	5			
• Reading		69%	78.4%	79%
• Writing		74%	75.7%	76%
• Numeracy		73%	69.1%	73%
Year 5 Test – Percentage of students at or above the National Minimum Standard for	3,4			
All:				
• Reading		86%	85.5%	88%
• Writing		89%	86.3%	90%

Service standards	Notes	2009-10 Target/est.	2009-10 Est. Actual	2010-11 Target/est.
• Numeracy		90%	91.8%	93%
Indigenous students:	5			
• Reading		60%	65.5%	66%
• Writing		70%	67%	70%
• Numeracy		70%	77.2%	78%
Year 7 Test – Percentage of students at or above the National Minimum Standard for	3,4			
All:				
• Reading		93%	90.4%	93%
• Writing		89%	88.6%	91%
• Numeracy		95%	93.1%	95%
Indigenous students:	5			
• Reading		76%	73.3%	76%
• Writing		72%	71.6%	72%
• Numeracy		85%	78.9%	85%
Year 9 Test – Percentage of students at or above the National Minimum Standard for	3,4			
All:				
• Reading		90%	85.2%	90%
• Writing		84%	82.1%	84%
• Numeracy		92%	93.1%	94%
Indigenous students:	5			
• Reading		72%	64.8%	72%
• Writing		63%	62%	63%
• Numeracy		75%	81.3%	82%
<i>Attainment</i>	2			
Percentage of students awarded as Queensland Certificate of Education (QCE) by the end of Year 12		69%	71.1%	71%
Percentage of Year 12 students who are completing or completed a SAT or were awarded one or more of: QCE, IBD or VET qualification		90%	89.6%	90%
Percentage of OP/International Baccalaureate Diploma (IBD) eligible students with an OP 1 to 15 or IBD		67%	66.9%	68%
Number of students with disabilities who have:				
- awarded a Queensland Certificate of Individual Achievement		540	496	500
- completed 12 years of schooling		1,030	910	980
<i>Post-schooling destinations</i>	2			

Service standards	Notes	2009-10 Target/est.	2009-10 Est. Actual	2010-11 Target/est.
Percentage of students who, six months after completing Year 12, are participating in education, training or employment	1,4,6,7	New measure	87.1%	88%
<i>Cost and satisfaction measures</i>	2			
Average cost of service per student (\$):	8			
- Prep and Primary (Prep -Year 7)		10,085	9,913	10,144
- Secondary (Year 8- Year 12)		12,616	12,138	12,205
- Students with Disabilities		27,127	26,152	26,031
Satisfaction of parents with their child's school	1,9	New measure	82.8%	84%
State contribution (\$'000)		4,548,312	4,637,696	4,819,943
Other revenue (\$'000)		1,394,060	1,181,286	1,142,585
Total cost (\$'000)		5,942,372	5,818,982	5,962,528

Service: Tertiary Education (VET and Higher Education)

VET Participation

Number of 15-19 years olds enrolled in VET at Certificate II and above	1,10	New measure	71,800	75,400
Number of Indigenous 15-19 year olds enrolled in VET at Certificate II and above	1,10	New measure	3,900	4,200
Number of apprenticeship commencements	1,11	New measure	16,500	18,000
Number of traineeship commencements	1,11	New measure	42,000	44,000
Number of School-based Apprenticeship and Traineeship (SAT) commencements	1,12	New measure	8,700	9,000

VET Outcomes

Number of students completing Certificate III and above	1,13	New measure	57,600	60,000
Number of Indigenous students completing Certificate III and above	1,14	New measure	2,200	2,300
Number of apprenticeships completed	1,15	New measure	11,500	12,000
Number of traineeships completed	1,16	New measure	23,500	23,500
Number of School-based Apprenticeship and Traineeships completed	1,17	New measure	4,000	4,000
Percentage of successful competencies as a proportion of all attempted competencies	1,18	New measure	89%	87%

Satisfaction with VET training services and products

Student Outcome Survey (level of stakeholder satisfaction)	19	89%	89%	89%
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Service standards	Notes	2009-10 Target/est.	2009-10 Est. Actual	2010-11 Target/est.
Survey of Employer Views (level of stakeholder satisfaction)	20			
- nationally recognised training		81%	83%	83%
- apprentices and trainees		84%	84%	84%
<i>Cost</i>				
Average cost per competency successfully completed (\$)	21	668	701	720
<i>Higher Education</i>				
Stakeholder's rating of:				
- departmental management of approval processes (percentage of applicants rating satisfactory/good or better)		75%	92.0%	80%
- departmental contribution to quality improvement in the higher education sector (percentage of higher education institutions rating satisfactory/good or better)	1,22	New measure	96.0%	90%
State contribution (\$'000)		660,816	673,173	736,566
Other revenue (\$'000)		513,382	578,885	657,188
Total cost (\$'000)		1,174,198	1,252,058	1,393,754

Notes:

1. New service standards reflect the Government's focus on efficiency and effectiveness.
2. These service standards are confined to only the State schooling sector.
3. The first national tests for literacy and numeracy were conducted in May 2008.
4. The 2009-10 Estimated actual is an estimate and the errors bounds are not reported.
5. This is based on self identified Aboriginal and Torres Strait Islander students.
6. This service standard is constructed from voluntary responses to the *Next Step* survey conducted in May 2009.
7. This service standard does not separate students engaged in employment and/or education/training to ensure students are not counted more than once.
8. This service standard was previously reported as average cost of service per student of (i) Early phase of learning, (ii) Middle phase of learning, (iii) Senior phase of learning and (iv) Students with disabilities.
9. New service standard is based on information provided by parents/caregivers in the *School Opinion Survey* administered in all State schools in August 2009. From 2010-11, data will be reported for all state schools rather than by (i) Early phase of learning, (ii) Middle phase of learning, (iii) Senior phase of learning and (iv) Students with disabilities as in previous years in order to provide a more valid and reliable overall measure. Satisfaction is calculated as those respondents either satisfied or very satisfied.
10. New service standard introduced to disclose the number of 15-19 year old enrolled. This reflects Queensland's contribution to meeting the expectations of the National Youth Transitions Agreement.
11. New service standard introduced to disclose the estimated number of individuals who commenced, or are expected to commence, an apprenticeship or traineeship during the reporting period. Recent improvements in the economic situation are reflected in higher apprenticeship numbers.
12. New service standard introduced indicates a small growth from an already high School-based Apprenticeships and Traineeships (SATS) base. Queensland currently has over 40% of Australia's School Based Apprenticeships and Traineeships (SATS) commencements.
13. New service standard introduced to monitor the number of students completing a Certificate III and above. This has an immediate contribution to Queensland meeting Tomorrow's Queensland Smart target – three out of four Queenslanders will hold trade, training or tertiary qualifications. Growth in Certificate III and above completions is a continuation of recent trends where students undertake and complete higher value courses.
14. New service standard introduced to monitor the number of Indigenous students completing higher level courses. The increasing number is indicative of successful training support mechanisms that have been facilitated across the communities.
15. New service standard introduced to monitor the number of apprenticeships completed. An increase in numbers reflects a history of higher commencements and higher retention rates.
16. New service standard introduced to monitor the number of traineeships completed. An increase in numbers reflects a history of higher commencements and higher retention rates.
17. New service standard introduced to monitor the number of School Based Apprenticeships and Traineeships (SATs) completed include those school students that transition into a mainstream apprenticeship or traineeship after leaving school.

18. New service standard introduced to disclose the student success rate. Increased intakes of the target groups (i.e. job seekers) relative to the overall Vocational Education and Training (VET) student population are expected to slightly decrease the overall success rate.
19. Student satisfaction is obtained from the annual National Centre for Vocational Education Research (NCVER) *Student Outcomes Survey* using the measure for the percentage of VET graduates satisfied with the overall quality of their training.
20. Employer satisfaction regarding VET is obtained from the biennial NCVER survey, *Employers' Use and Views of the VET System*.
21. Service standard represents the average cost to the department of purchasing each successful training competency. Movement to higher level courses, in line with the Queensland Skills Plan (QSP) and Q2 goals, is expected to result in an increase in the cost per successfully completed competency.
22. Service standard introduced to monitor stakeholder satisfaction of the department's contribution to quality improvement in the higher education sector.

INCOME STATEMENT

Department of Education and Training	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,10,19	6,666,656	6,460,992	6,843,379
User charges	2,11	167,849	203,492	198,943
Grants and other contributions	3,12,20	266,839	336,793	298,552
Other revenue	4,13	115,985	131,454	134,289
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		7,217,329	7,132,731	7,475,163
Expenses				
Employee expenses	14,21	4,855,645	4,862,302	5,131,875
Supplies and services	5,15,22	1,700,104	1,525,728	1,507,143
Grants and subsidies	6,16,23	239,776	252,295	293,116
Depreciation and amortisation	7,17,24	337,586	419,266	454,852
Finance/borrowing costs		30,284	27,444	31,645
Other expenses	8,25	53,930	45,696	56,532
Losses on sale/revaluation of property, plant and equipment and investments		4
Total expenses		7,217,329	7,132,731	7,475,163
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Department of Education and Training	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		296,484	296,484	304,769
Net amount of all revenue and expense adjustments direct to equity not disclosed above		3,327	3,327	..
Net income recognised directly in equity		299,811	299,811	304,769
Surplus/(deficit) for the period	
Total recognised income and expense for the period		299,811	299,811	304,769
Equity injection/(withdrawal)	9,18,26	1,259,691	1,528,325	818,587
Equity adjustments (MoG transfers)		(402)	(402)	..
Total movement in equity for period		1,559,100	1,827,734	1,123,356

BALANCE SHEET

Department of Education and Training	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	27,38,50	392,828	318,999	254,520
Receivables	28,39	87,348	125,052	124,804
Other financial assets	
Inventories		2,560	2,653	2,653
Other	29,40,51	97,884	122,668	106,428
Non-financial assets held for sale	30,41	40,315	30,325	30,325
Total current assets		620,935	599,697	518,730
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	31,42,52	17,544,291	18,709,408	19,913,042
Intangibles		13,005	18,111	18,111
Other	
Total non-current assets		17,557,296	18,727,519	19,931,153
TOTAL ASSETS		18,178,231	19,327,216	20,449,883
CURRENT LIABILITIES				
Payables	43,53	506,822	516,900	385,900
Accrued employee benefits	32,44	16,108	80,366	81,021
Interest-bearing liabilities and derivatives	33,45,54	80,596	55,117	184,773
Provisions		745	695	695
Other	34,46	110,148	98,104	98,104
Total current liabilities		714,419	751,182	750,493
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	35,47	318,345	238,228	238,228
Provisions		304	304	304
Other	
Total non-current liabilities		318,649	238,532	238,532
TOTAL LIABILITIES		1,033,068	989,714	989,025
NET ASSETS/(LIABILITIES)		17,145,163	18,337,502	19,460,858
EQUITY				
Capital/contributed equity	36,48,55	3,837,013	4,098,438	4,917,025
Retained surplus/(accumulated deficit)		40,439	40,472	40,472
Reserves:				
- Asset revaluation reserve	37,49,56	13,267,711	14,198,592	14,503,361
- Other (specify)	
TOTAL EQUITY		17,145,163	18,337,502	19,460,858

CASH FLOW STATEMENT

Department of Education and Training	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	57,70,81	6,666,656	6,460,992	6,843,379
User charges	58,71	173,445	209,092	204,543
Grants and other contributions	59,72,82	266,839	332,793	294,552
Other	60,73	187,473	205,112	206,537
Outflows:				
Employee costs	61,74,83	(5,001,963)	(5,057,585)	(5,114,980)
Supplies and services	62,75,84	(1,804,104)	(1,628,278)	(1,609,693)
Grants and subsidies	63,76,85	(239,776)	(252,295)	(293,116)
Borrowing costs		(30,284)	(27,444)	(31,645)
Other	64,86	(27,530)	(16,746)	(27,582)
Net cash provided by/(used in) operating activities		190,756	225,641	471,995
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	65,87	28,920	12,373	27,700
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	66,77,88	(1,498,258)	(1,869,902)	(1,441,311)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,469,338)	(1,857,529)	(1,413,611)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	67,78,89	145,139	..	60,000
Equity injections	68,79,90	1,259,691	1,528,325	818,587
Outflows:				
Borrowing redemptions	69,80	(13,704)
Finance lease payments		(129)	(600)	(1,450)
Equity withdrawals	
Net cash provided by/(used in) financing activities		1,390,997	1,527,725	877,137
Net increase/(decrease) in cash held		112,415	(104,163)	(64,479)
Cash at the beginning of financial year		278,237	420,986	318,999
Cash transfers from restructure		2,176	2,176	..
Cash at the end of financial year		392,828	318,999	254,520

ADMINISTERED INCOME STATEMENT

Department of Education and Training	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	1,4,8	1,816,851	2,112,754	1,922,228
Taxes, fees and fines		374	270	270
Royalties, property income and other territorial revenue	
Interest	
Administered revenue	2,5,9	2,437,480	2,684,336	2,624,611
Other	6,10	12,000	9,998	..
Total revenues		4,266,705	4,807,358	4,547,109
Expenses				
Supplies and services		23	23	23
Depreciation and amortisation	
Grants and subsidies	3,7,11	2,436,712	2,683,592	2,623,850
Benefit payments		745	721	738
Borrowing costs	
Other	
Total expenses		2,437,480	2,684,336	2,624,611
Net surplus or deficit before transfers to Government		1,829,225	2,123,022	1,922,498
Transfers of administered revenue to Government		1,829,225	2,123,022	1,922,498
OPERATING SURPLUS/(DEFICIT)	

ADMINISTERED BALANCE SHEET

Department of Education and Training	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	12,14	429	9,790	9,790
Receivables		82	498	498
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		511	10,288	10,288
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets	
TOTAL ADMINISTERED ASSETS		511	10,288	10,288
CURRENT LIABILITIES				
Payables		226	328	328
Transfers to Government payable	13,15	..	9,675	9,675
Interest-bearing liabilities	
Other	
Total current liabilities		226	10,003	10,003
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities	
Other	
Total non-current liabilities	
TOTAL ADMINISTERED LIABILITIES		226	10,003	10,003
ADMINISTERED NET ASSETS/(LIABILITIES)		285	285	285
EQUITY				
Capital/Contributed equity	
Retained surplus/(Accumulated deficit)		285	285	285
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL ADMINISTERED EQUITY		285	285	285

ADMINISTERED CASH FLOW STATEMENT

Department of Education and Training	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	16,20,24	2,437,480	2,684,338	2,624,611
Grants and other contributions	17,21,25	1,828,851	2,122,752	1,922,228
Taxes, fees and fines		374	270	270
Royalties, property income and other territorial revenues	
Other	
Outflows:				
Transfers to Government	18,22,26	(1,829,225)	(2,123,022)	(1,922,498)
Grants and subsidies	19,23,27	(2,437,457)	(2,684,313)	(2,624,588)
Supplies and services		(23)	(23)	(23)
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities		..	2	..
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		..	2	..
Administered cash at beginning of financial year		429	9,788	9,790
Cash transfers from restructure	
Administered cash at end of financial year		429	9,790	9,790

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Department of Education and Training

The financial statements reflect adjustments for Machinery of Government changes which took effect during 2009-10. The 2009-10 Adjusted Budget column (where indicated) in the financial statements has been recast for the entity Corporate and Professional Services, the department's shared services provider, which merged operationally with the department from 1 July 2009.

Income statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

1. Decrease due to the transfer of the Australian Government program Building the Education Revolution recurrent funding to capital; partially offset by increased funding for depreciation due to a re-assessment of asset useful lives.
2. Increase due to a higher level of international education projects and TAFE student fees.
3. Increase due to Australian Government grants and higher than expected contributions by school based Parents and Citizens' Associations.
4. Increase due to anticipated additional recoveries from statutory TAFE institutes; offset by the re-classification of Queensland Government Insurance Fund claim recoveries from revenues to an offset to expenses.
5. Decrease due the transfer of Australian Government program Building the Education Revolution recurrent funding to capital; offset by higher than expected contributions by school based Parents and Citizens' Associations.
6. Increase due to the re-classification of supplies and services payments to grants.
7. Increase due to a re-assessment of asset useful lives.
8. Decrease due to the re-classification of Queensland Government Insurance Fund claim recoveries from revenues to an offset to expenses.
9. Increase due to the Australian Government program Building the Education Revolution, including the transfer of recurrent funding to capital; offset by the transfer of equity to depreciation recurrent funding following a re-assessment of asset useful lives.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

10. Increase due to funding for depreciation following a re-assessment of asset useful lives, enterprise bargaining outcomes and enrolment growth; offset by the transfer of the Australian Government program Building the Education Revolution recurrent funding to capital.
11. Increase due to a higher level of TAFE student fees.
12. Increase due to higher than expected contributions by school based Parents and Citizens' Associations.
13. Increase due to anticipated additional recoveries from statutory TAFE institutes.
14. Increase due to enterprise bargaining outcomes and enrolment growth.
15. Decrease due to the transfer of the Australian Government program Building the Education Revolution recurrent funding to capital and the winding down of the program; offset by additional expenditure in relation to higher than expected contributions by school based Parents and Citizens' Associations.
16. Increase due to additional grant funding for early childhood education and care.
17. Increase due to a re-assessment of asset useful lives.
18. Decrease due to the winding down of the Australian Government program Building the Education Revolution and the transfer of equity to depreciation recurrent funding following a re-assessment of asset useful lives.

Major variations between 2009-10 Estimated actual and 2010-11 Estimate include:

19. Increase due to funding for depreciation following asset revaluation, enterprise bargaining outcomes and enrolment growth; offset by a decrease under the Australian Government program Building the Education Revolution due to the winding down of the program.
20. Decrease in Australian Government grants due to the cessation of some programs.
21. Increase due to enterprise bargaining outcomes and enrolment growth.
22. Decrease due to the winding down of the Australian Government program Building the Education Revolution.
23. Increase due to additional grant funding for early childhood education and care.
24. Increase due to asset revaluation.
25. Increase due to a decrease in expenditure offsets in relation to Queensland Government Insurance Fund claim recoveries.
26. Decrease due to the winding down of the Australian Government program Building the Education Revolution and the transfer of equity to depreciation recurrent funding following a re-assessment of asset useful lives.

Balance sheet

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

27. Decrease due to an anticipated reduction in capital payables in relation to the Australian Government program Building the Education Revolution and borrowing deferrals to future years.
28. Reflects increased asset values based on 2008-09 audited actual balances.
29. Reflects increased asset values based on 2008-09 audited actual balances.
30. Reflects a re-assessment of the existing asset disposal program and the level of planned disposals.
31. Increase due to Australian Government programs including Building the Education Revolution, State programs including State Schools of Tomorrow and increased asset values based on 2008-09 audited actual balances.
32. Increase reflecting movement in employee liabilities based on accrual accounting treatments at end-of-year.
33. Decrease due to the deferral of borrowings; offset by an increase in the South East Queensland Public Private Partnership financing arrangements.
34. Reflects decreased liability values based on 2008-09 audited actual balances.
35. Decrease in relation to the South East Queensland Public Private Partnership financing arrangements.

36. Increase due to the Australian Government program Building the Education Revolution; offset by the transfer of equity to depreciation recurrent funding following a re-assessment of asset useful lives.
37. Increase due to asset revaluation.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

38. Decrease due to a reduction in capital payables in relation to the Australian Government program Building the Education Revolution and settlement of employee liabilities.
39. Reflects increased asset values based on 2008-09 audited actual balances.
40. Reflects increased asset values based on 2008-09 audited actual balances.
41. Reflects a re-assessment of the existing asset disposal program and the level of planned disposals.
42. Increase due to the Australian Government programs including Building the Education Revolution, and State programs including the South East Queensland Public Private Partnership and State Schools of Tomorrow; and increased asset values based on 2008-09 audited actual balances.
43. Decrease due to an anticipated reduction in capital payables in relation to the Australian Government program Building the Education Revolution.
44. Increase reflecting movement in employee liabilities based on accrual accounting treatments at end-of-year.
45. Increase due to the South East Queensland Public Private Partnership financing arrangements.
46. Reflects decreased liability values based on 2008-09 audited actual balances.
47. Decrease in relation to South East Queensland Public Private Partnership financing arrangements.
48. Increase due to the Australian Government program Building the Education Revolution; offset by the transfer of equity to depreciation recurrent funding following a re-assessment of asset useful lives.
49. Increase due to asset revaluation.

Major variations between 2009-10 Estimated actual and 2010-11 Estimate include:

50. Decrease due to an anticipated reduction in capital payables in relation to the Australian Government program Building the Education Revolution.
51. Decrease reflecting movement in employee entitlement pre-payments based on accrual accounting treatments at end-of-year.
52. Increase due to Australian Government programs including Building the Education Revolution and other State programs including the South East Queensland Public Private Partnership and State Schools of Tomorrow.
53. Decrease due to an anticipated reduction in capital payables in relation to the Australian Government program Building the Education Revolution.
54. Increase due to the South East Queensland Public Private Partnership financing arrangements and deferred borrowings from 2009-10.
55. Increase due to the Australian Government program Building the Education Revolution; offset by the transfer of equity to depreciation recurrent funding following a re-assessment of asset useful lives.
56. Increase due to asset revaluation.

Cash flow statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

57. Decrease due to the transfer of Australian Government program Building the Education Revolution recurrent funding to capital; offset by increased funding for depreciation to due a re-assessment asset useful lives.
58. Increase due to a higher level of international education projects and TAFE student fees.
59. Increase due to Australian Government grants and higher than expected contributions from school based Parents and Citizens' Associations.
60. Increase due to anticipated additional recoveries from statutory TAFE institutes; offset by the re-classification of Queensland Government Insurance Fund claim recoveries from revenues to an offset to expenses.
61. Increase due to the settlement of employee liabilities.
62. Decrease due to the transfer of Australian Government program Building the Education Revolution recurrent funding to capital; offset by higher than expected contributions by school based Parents and Citizens' Associations.
63. Increase due to the re-classification of supplies and services payments to grants.
64. Decrease due to the re-classification of Queensland Government Insurance Fund claim recoveries from revenues to an offset to expenses.
65. Reflects a re-assessment of the existing asset disposal program and the level of planned disposals.
66. Increase due to State capital works acceleration, and Australian Government programs including Building the Education Revolution.
67. Decrease in relation to the South East Queensland Public Private Partnership financing arrangements and the deferral of borrowings to future years.
68. Increase due to the Australian Government program Building the Education Revolution; offset by the transfer of equity to depreciation recurrent funding following a re-assessment of asset useful lives.
69. Decrease due to the settlement of Queensland Treasury Corporation borrowings.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

70. Increase due to funding for depreciation to due a re-assessment of asset useful lives, enterprise bargaining outcomes and enrolment growth; offset by a decrease in the expense portion of the Australian Government program Building the Education Revolution including the winding down of the program.
71. Increase due to a higher level of TAFE student fees.
72. Increase due to higher than expected contributions by school based Parents and Citizens' Associations.
73. Increase due to anticipated additional recoveries from statutory TAFE institutes.
74. Increase due to enterprise bargaining outcomes and enrolment growth.
75. Decrease due to the transfer of Australian Government program Building the Education Revolution recurrent funding to capital including the winding down of the program; offset by additional expenditure in relation to higher than expected contributions by school based Parents and Citizens' Associations.
76. Increase due to additional grant funding for early childhood education and care.
77. Decrease due to the South East Queensland Public Private Partnership financing arrangements and State Schools of Tomorrow.

78. Decrease due to the South East Queensland Public Private Partnership financing arrangements.
79. Decrease due to the Australian Government program Building the Education Revolution winding down, State program State Schools of Tomorrow, and the transfer of equity to depreciation recurrent funding following a re-assessment of asset useful lives.
80. Decrease due to the settlement of Queensland Treasury Corporation borrowings.

Major variations between 2009-10 Estimated actual and 2010-11 Estimate include:

81. Increase due to funding for depreciation due to asset revaluation, enterprise bargaining outcomes and enrolment growth; offset by the winding down of the Australian Government program Building the Education Revolution.
82. Decrease in Australian Government grants due to the cessation of some programs.
83. Increase due to enterprise bargaining outcomes and enrolment growth.
84. Decrease due to winding down of the Australian Government program Building the Education Revolution.
85. Increase due to additional grant funding for early childhood education and care.
86. Increase due to a decrease in expenditure offsets in relation to Queensland Government Insurance Fund claim recoveries.
87. Reflects a re-assessment of the existing asset disposal program and the level of planned disposals.
88. Decrease due to the Australian Government program Building the Education Revolution winding down, and State program State Schools of Tomorrow prior year acceleration.
89. Increase due to the deferral of borrowings from prior year.
90. Decrease due to Australian Government program Building the Education Revolution winding down, and State program State Schools of Tomorrow prior year acceleration.

Administered income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Increase in Australian Government grants assistance to non-state schools.
2. Increase in Australian Government grants assistance to non-state schools.
3. Increase in Australian Government grants assistance to non-state schools.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

4. Increase in Australian Government grants assistance to non-state schools.
5. Increase in Australian Government grants assistance to non-state schools, one-off State capital contribution to non-state schools and an increase in State per capita funding to non-state schools.
6. Decrease in local government capital contributions for state school capital projects.
7. Increase in Australian Government grants assistance to non-state schools, one-off State capital contribution to non-state schools and an increase in State per capita funding to non-state schools.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

8. Decrease in Australian Government grants assistance to non-state schools due to the winding down of the Australian Government program Building the Education Revolution.
9. Decrease in Australian Government grants assistance to non-state schools due to the winding down of the Australian Government program Building the Education Revolution; offset by a one-off State capital contribution to non-state schools and an increase in State per capita funding to non-state schools.
10. Decrease in local government capital contributions for state school capital projects.
11. Decrease in Australian Government grants assistance to non-state schools due to the winding down of the Australian Government program Building the Education Revolution; offset by a one-off State capital contribution to non-state schools and an increase in State per capita funding to non-state schools.

Administered balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

12. Increase due to residual funds held at end of year for transfer to government.
13. Increase due to residual funds held at end of year for transfer to government.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

14. Increase due to residual funds held at end of year for transfer to government.
15. Increase due to residual funds held at end of year for transfer to government.

Administered cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

16. Increase in Australian Government grants assistance to non-state schools.
17. Increase in Australian Government grants assistance to non-state schools.
18. Increase in Australian Government grants assistance to non-state schools.
19. Increase in Australian Government grants assistance to non-state schools.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. Increase in Australian Government grants assistance to non-state schools, one-off State capital contribution to non-state schools and an increase in State per capita funding to non-state schools.
21. Increase in Australian Government grants assistance to non-state schools.
22. Increase in Australian Government grants assistance to non-state schools.
23. Increase in Australian Government grants assistance to non-state schools, one-off State capital contribution to non-state schools and an increase in State per capita funding to non-state schools.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

24. Decrease in Australian Government grants assistance to non-state schools due to the winding down of the Australian Government program Building the Education Revolution; offset by a one-off State capital contribution to non-state schools and an increase in State per capita funding to non-state schools.
25. Decrease in Australian Government grants assistance to non-state schools due to the winding down of the Australian Government program Building the Education Revolution.
26. Decrease in Australian Government grants assistance to non-state schools due to the winding down of the Australian Government program Building the Education Revolution.
27. Decrease in Australian Government grants assistance to non-state schools due to the winding down of the Australian Government program Building the Education Revolution; offset by a one-off State capital contribution to non-state schools and an increase in State per capita funding to non-state schools.

Statutory Bodies

Queensland Studies Authority

OVERVIEW

The Queensland Studies Authority (QSA) develops, approves, accredits and revises syllabuses and guidelines for the Kindergarten Year to Year 12. It also provides support to schools through assessment, testing, reporting and vocational education and training services, and provides information on requirements for tertiary entrance. The Authority's vision is to provide quality, innovative and future-focused products and services to assist all Queensland education communities. The alignment of QSA's curriculum, assessment, reporting and certification products and services provides Queensland schools with a solid foundation for the introduction of the Australian curriculum from 2011.

QSA supports the delivery of world-class education and training through the development of products and services that set the foundation for success in the early years, strengthen learning in the middle years and, in the senior years of schooling, provide a greater range of learning options and flexibility for young people to complete Year 12.

REVIEW OF PERFORMANCE

Recent achievements

- Issued 43,545 Senior Statements to Year 12 Queensland students in 2009, 34,064 (78.2%) of whom also received a Queensland Certificate of Education (QCE) (up from 75.5% in 2008). Another 557 students received a Queensland Certificate of Individual Achievement and 25,305 Tertiary Entrance Statements were issued to students.
- Administered the implementation of the Queensland Comparable Assessment Tasks (QCATs), a component of the Queensland Curriculum, Assessment and Reporting (QCAR) Framework. The QCAR Framework supports teachers by aligning curriculum, assessment and reporting in Years 1 to 9 to improve student learning.
- Developed 100 additional science assessment tasks and enhanced the QCATs in response to recommendation 4 of the Queensland Education Performance Review.
- Administered the 2010 National Assessment Program - Literacy and Numeracy (NAPLAN) to approximately 213,000 Years 3, 5, 7 and 9 students in Queensland.
- Commenced development of the Queensland Kindergarten Learning Guideline (QKLG) to assist Queensland children to transition to the Prep Year.
- Participated in the Australian Curriculum, Assessment and Reporting Authority's (ACARA's) curriculum development and consultation activities to ensure that Queensland schools are well prepared for the transition to the Australian Curriculum.

Future developments

- Finalise the development of the QKLG and work with early childhood education and care centres to accredit quality kindergarten programs already being delivered.
- Work with the school sectors to implement Phase 1 of the Australian Curriculum in Queensland and continue to assist ACARA in the development of Phases 2 and 3.
- Work with the schooling community to enable more students to achieve a QCE by promoting the range of learning options available for students and improving quality and timeliness of data.

AGENCY SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
2	228.9	246.3	226.3

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The majority of QSA's FTE staff are based at the Brisbane office, the remainder are located in 13 district offices across Queensland. The 2009-10 Est. actual figure includes permanent and temporary FTEs.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of stakeholders surveyed who consider the syllabuses and support materials developed by the authority to be satisfactory		83%	83%	85%
External Audit of the QSA VET management processes demonstrates compliance with the Australian Quality Training Framework Standards and national benchmarks	1	N/A	N/A	Compliance Achieved
Quality of certification processes: the percentage of all learners whose Queensland Certificate of Education (QCE) eligibility status changed following request for verification or review of information	2	New measure	0.2%	0.2%
Quality of certification processes: the percentage of all OP eligible Year 12 students whose OP changed following request for verification or review of information (%)	3
Percentage of principals rating the communication and test preparation material for National Assessment Program – Literacy and Numeracy (NAPLAN) as good or very good	4	New measure	90%	90%
Testing and the distribution of reports for the National Assessment Program – Literacy and Numeracy (NAPLAN) are delivered within agreed stakeholders' timeframes		Timelines met	Timelines met	Timelines met

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Testing and the distribution of reports for Senior Education Profiles are delivered within agreed stakeholders' timeframes		Timelines met	Timelines met	Timelines met
Average cost per school of external audit as a Registered Training Organisation (\$)	5	10,995	10,802	9,411
Average cost per syllabus revision (\$)	6	83,602	121,374	87,086
Average cost per student of developing and issuing Senior Education Profiles (\$)	7	245	249	265
Average cost per student of developing and issuing the National Assessment Program – Literacy and Numeracy (NAPLAN) student report (\$)	8	32	31	34
Average cost per student of tertiary entrance and pathways information programs (\$)		8	9	9
State contribution (\$'000)		38,163	38,496	39,212
Other revenue (\$'000)		3,198	2,894	2,962
Total cost (\$'000)		41,111	42,347	42,174

Notes:

- External audit was not required for 2009-10 under the current delegation from the Training and Employment Recognition Council (TERC). The 2010-11 Target/est is related to the National Regulator for Vocational Education and Training (VET) which will be established from 1 January 2011. This Australian Government body will replace the state-based TERC. It is unclear whether QSA will have a delegation from this new body to register schools as Registered Training Organisations (RTOs).
- This new service standard reflects the introduction of the new Queensland Certificate of Education (QCE).
- There are usually a very small numbers of successful appeals each year. In 2009, the percentage was 0.0038. Please note that this measure has undergone a change of wording from 'of the tertiary entrance statement' to 'or review of information'.
- This new service standard reflects the introduction of administration responsibilities as part of the National Literacy and Numeracy Assessment Program (NAPLAN).
- Decreased average cost of audit in 2010-11 is due to an increase in the number of audits as part of the normal cycle. When applied to relatively fixed costs, this results in a decrease to the average cost.
- Increased average cost of syllabus revision in 2009-10 is due to a decrease in the number of revisions pending the introduction of the Australian Curriculum. When applied to relatively fixed costs, this results in an increase to the average cost.
- Increased cost of developing and issuing the Senior Education Profile in 2010-11 is due to a decrease in the number of students receiving a Senior Education Profile. When applied to relatively fixed costs, this results in an increase to the average cost.
- These figures represent the total cost of the administration of the NAPLAN tests in Queensland. Schools/school sectors are levied for an amount each year as a contribution to the overall costs.

INCOME STATEMENT

Queensland Studies Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges		2,298	2,414	2,374
Grants and other contributions	3,6	38,163	38,496	39,212
Other revenue		900	480	588
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		41,361	41,390	42,174
Expenses				
Employee expenses	4	26,710	26,924	27,245
Supplies and services	1,5	12,299	13,441	13,127
Grants and subsidies	
Depreciation and amortisation		2,010	1,899	1,741
Finance/borrowing costs		20	13	..
Other expenses		72	70	61
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		41,111	42,347	42,174
OPERATING SURPLUS/(DEFICIT)	2,7	250	(957)	..

STATEMENT OF CHANGES IN EQUITY

Queensland Studies Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		250	(957)	..
Total recognised income and expense for the period		250	(957)	..
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		250	(957)	..

BALANCE SHEET

Queensland Studies Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	8,12	8,192	6,704	8,311
Receivables		399	437	462
Other financial assets	
Inventories		105	100	90
Other		300	375	315
Non-financial assets held for sale	
Total current assets		8,996	7,616	9,178
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		1,242	1,279	877
Intangibles	10,13	7,538	7,905	6,696
Other	
Total non-current assets		8,780	9,184	7,573
TOTAL ASSETS		17,776	16,800	16,751
CURRENT LIABILITIES				
Payables		3,525	3,612	3,603
Accrued employee benefits		1,652	1,673	1,632
Interest-bearing liabilities and derivatives	
Provisions	
Other		55	48	49
Total current liabilities		5,232	5,333	5,284
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives		163
Provisions	
Other	
Total non-current liabilities		163
TOTAL LIABILITIES		5,395	5,333	5,284
NET ASSETS/(LIABILITIES)		12,381	11,467	11,467
EQUITY				
Capital/contributed equity		4,832	4,832	4,832
Retained surplus/(accumulated deficit)	9,11	7,549	6,635	6,635
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		12,381	11,467	11,467

CASH FLOW STATEMENT

Queensland Studies Authority	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		2,290	2,577	2,353
Grants and other contributions	15,20	38,163	38,496	39,212
Other		1,081	705	743
Outflows:				
Employee costs	16	(26,716)	(27,041)	(27,286)
Supplies and services	14,17	(12,312)	(12,959)	(13,069)
Grants and subsidies	
Borrowing costs		(20)	(13)	..
Other		(259)	(299)	(216)
Net cash provided by/(used in) operating activities		2,227	1,466	1,737
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	18,21	(1,228)	(1,219)	(130)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,228)	(1,219)	(130)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	19,22	(553)	(716)	..
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(553)	(716)	..
Net increase/(decrease) in cash held		446	(469)	1,607
Cash at the beginning of financial year		7,746	7,173	6,704
Cash transfers from restructure	
Cash at the end of financial year		8,192	6,704	8,311

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. In 2008-09, the Department of Education and Training (DET) provided \$3.8 million in funding for the 2009 National Assessment Program – Literacy and Numeracy (NAPLAN). Actual additional expenditure was only \$2.8 million, meaning that QSA should have refunded \$0.96 million in 2008-09. The refund will occur in 2009-10 resulting in an apparent deficit. Increase is also due to office relocation costs.
2. Variation due to refund of surplus 2009 NAPLAN funding to DET combined with office relocation costs.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

3. Variation relates to additional funding for NAPLAN, Enterprise Bargaining (EB) increase, long service leave levy rate increase and development of kindergarten guideline.
4. Increase due to EB funding partially reduced by cessation of temporarily funded positions.
5. Increase primarily due to property lease costs, with contributing increases across other supplies and services.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

6. Variation relates to additional funding for NAPLAN, EB increase and long service leave levy rate increase.
7. Variation due to refund of surplus 2009 NAPLAN funding to DET.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

8. Variation due to refund of surplus 2009 NAPLAN funding to DET, office relocation costs and capital expenditure on Senior Learning Information Management System (SLIMS) and Data Warehouse software applications.
9. Impact of operating deficit.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

10. Variation relates to reduction in capital expenditure following the completion of SLIMS and Data Warehouse software applications.
11. Impact of operating deficit.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

12. Variation due to refund of surplus 2009 NAPLAN funding to DET, office relocation costs and capital expenditure on SLIMS and Data Warehouse software applications.
13. Variation relates to reduction in capital expenditure following the completion of SLIMS and Data Warehouse software applications.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

14. Variation due to refund of surplus 2009 NAPLAN funding to DET combined with office relocation costs.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

15. Variation relates to additional funding for NAPLAN, EB increase, long service leave levy rate increase and development of kindergarten guideline.
16. Variation due to EB increase partially reduced by cessation of temporarily funded positions.
17. Increase primarily due to property lease costs, with contributing increases across other supplies and services.
18. Variation relates to reduction in capital expenditure following the completion of SLIMS and Data Warehouse software applications.
19. Variation due to early repayment of borrowings.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

20. Variation relates to additional funding for NAPLAN, EB increase and long service leave levy rate increase.
21. Variation relates to reduction in capital expenditure following the completion of SLIMS and Data Warehouse software applications.
22. Variation due to early repayment of borrowings.

Southbank Institute of Technology

OVERVIEW

Southbank Institute of Technology (SBIT) was established as a statutory TAFE institute under the *Vocational Education, Training and Employment Act 2000* on 1 April 2008. The Institute's mission is to 'empower people for rewarding careers in the global community' as Queensland's lead vocational education and training provider of high-level skills training.

SBIT delivers high quality, industry ready graduates and associate professionals and is the leader in Nursing and Allied Health; Engineering and Built Environment; Music and Performing Arts; Hospitality and IT and Digital media training.

At the end of 2009-10, it is estimated that the institute will utilise over 650 full-time equivalent departmental staff and nine full-time equivalent staff directly engaged by the statutory institute.

On behalf of the Department of Education and Training, SBIT acts as the contract manager for two Australian Government programs jointly valued at over \$30 million annually - the Adult Migrant English Program and the Language, Literacy and Numeracy Program, delivered in TAFE institutes across Queensland.

REVIEW OF PERFORMANCE

Recent achievements

Continuing to position SBIT as the State's premier provider of higher level vocational training and qualifications, in 2009-10, the Institute:

- further expanded participation of senior high school students in the Southbank Tertiary Entrance Program (STEP) with over 450 enrolments across 19 Diploma programs
- attained approval as a VET-FEE HELP and FEE-HELP provider which will assist eligible students undertaking certain Vocational Education and Training (VET) courses and higher education programs with a payment option for all or part of their tuition costs
- celebrated the opening in February 2010 of "Urbanest South Bank" student accommodation which features 713 rooms and studios located on the Southbank campus
- offered vocational programs to over 3,700 international students from approximately 90 countries
- partnered with a private provider to facilitate the provision of higher education qualifications to 320 international students
- increased educational pathways for students moving between University and SBIT from 83 pathways to 119 pathways.

Future developments

- Complete the consolidation of three campuses to one with the move of Queensland School of Print and Graphic Arts (QSPGA) to the Southbank Campus.
- Continue to partner with industry to enhance employment opportunities and practical applications for students.
- Commence offering eligible VET courses as a VET-FEE HELP provider.
- Further contribute to the *Toward Q2: Tomorrow's Queensland* target under the Smart ambition - three out of four Queenslanders will hold trade, training or tertiary qualifications, with the expected delivery of over 8,500 qualifications with at least 85% at Certificate III level or higher.

AGENCY SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	1,2	10	8.7	21

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Staffing numbers reflect staff directly engaged by the Institute and do not include staff employed by the Department of Education and Training who are utilised by the Institute. The 2010-11 Estimate reflects the expected appointment of management and commercial sales roles directly by the Institute.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
<i>Number of students</i>				
Total number of students	1	32,000	30,000	32,000
Number of students completing Certificate III and above	2	New measure	22,200	25,280
<i>Completions</i>				
Percentage of successful competencies as a proportion of all attempted competencies		84%	82%	84%
<i>Post training outcomes</i>				
Student post training outcome (employed or in further study after training)	3	New measure	88%	90%
<i>Efficiency and effectiveness</i>				
Level of stakeholder satisfaction with services and products:				
• Student Satisfaction Survey		89%	81%	82%
• Employer Satisfaction Survey		85%	72%	78%
Average cost per competency successfully completed (\$)		760	632	635
State contribution (\$'000)		77,010	65,553	65,270
Other revenue (\$'000)		41,814	53,320	62,424
Total cost (\$'000)		118,824	116,968	127,190

Notes

1. An increase in students completing higher-level training has impacted total student numbers. This is because time taken to complete higher-level training is longer.
2. New service standard introduced to monitor the number of students completing a Certificate III and above. This has an immediate contribution to Queensland meeting Tomorrow's Queensland Smart target – three out of four Queenslanders will hold trade, training or tertiary qualifications. Student numbers completing higher-level training (Cert IV and above) is estimated to be 11,800 against a target of 9,500.
3. New service standard introduced to monitor the post training outcomes of students.

INCOME STATEMENT

Southbank Institute of Technology	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,5,8	41,618	52,124	61,649
Grants and other contributions	2,6	77,010	65,553	65,270
Other revenue	3	196	1,196	775
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		118,824	118,873	127,694
Expenses				
Employee expenses		3,184	3,495	3,474
Supplies and services	4,7,9	113,236	110,718	122,049
Grants and subsidies	
Depreciation and amortisation		1,995	1,966	1,272
Finance/borrowing costs	
Other expenses		409	789	395
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		118,824	116,968	127,190
OPERATING SURPLUS/(DEFICIT)		..	1,905	504

STATEMENT OF CHANGES IN EQUITY

Southbank Institute of Technology	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		..	1,905	504
Total recognised income and expense for the period		..	1,905	504
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		..	1,905	504

BALANCE SHEET

Southbank Institute of Technology	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	10,14	3,327	12,447	12,265
Receivables	11,15	2,164	12,697	14,347
Other financial assets	
Inventories		32	18	18
Other		167	306	310
Non-financial assets held for sale	12,16	16,194
Total current assets		21,884	25,468	26,940
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	12,16	32,876	19,798	19,023
Intangibles		219	417	224
Other	
Total non-current assets		33,095	20,215	19,247
TOTAL ASSETS		54,979	45,683	46,187
CURRENT LIABILITIES				
Payables	13, 17	5,591	23,169	23,169
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other		2,447
Total current liabilities		8,038	23,169	23,169
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		8,038	23,169	23,169
NET ASSETS/(LIABILITIES)		46,941	22,514	23,018
EQUITY				
Capital/contributed equity		43,199	43,199	43,199
Retained surplus/(accumulated deficit)	12	1,060	(20,685)	(20,181)
Reserves:				
- Asset revaluation reserve	12,14	2,682
- Other (specify)	
TOTAL EQUITY		46,941	22,514	23,018

CASH FLOW STATEMENT

Southbank Institute of Technology	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	18,20,22	42,889	38,575	59,999
Grants and other contributions	19,21,23	77,010	75,963	65,270
Other		196	1,203	775
Outflows:				
Employee costs		(3,184)	(3,613)	(3,474)
Supplies and services		(118,546)	(115,384)	(122,053)
Grants and subsidies	
Borrowing costs	
Other		(409)	(806)	(395)
Net cash provided by/(used in) operating activities		(2,044)	(4,062)	122
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(1,120)	(1,204)	(304)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,120)	(1,204)	(304)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		(3,164)	(5,266)	(182)
Cash at the beginning of financial year		6,491	17,713	12,447
Cash transfers from restructure	
Cash at the end of financial year		3,327	12,447	12,265

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

3. Increased growth in Fee for Service, Australian Government programs and international revenue.
4. Change in funding agreement with the Department of Education and Training. Revenue received under the user choice contract has been reclassified to user charges.
5. Increase in interest revenue due to increased cash balance and rising interest rates.
6. Supplies and services include cost of contracted staff from Department of Education and Training. These are below budget due to delays with recruitment. Southbank Education and Training Precinct service payments are below budget.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

7. Increased growth in fee for service, Australian Government programs and international revenue.
8. Change in funding agreement with the Department of Education and Training. User choice contract has been reclassified to user charges.
9. Increase in costs of supplies and services to meet the growth in delivery of user charges revenue.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

10. Increased growth in fee for service, Australian Government programs and international revenue.
11. Increase in costs of supplies and services to meet the growth in delivery of user charges revenue. Increased facilities maintenance expense for the Southbank Education Training Precinct.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

12. Cash held to cover outstanding payables.
13. Receivables is higher than budgeted, resulting from revenue growth (and also includes future debt).
14. Book value of buildings was written down to nil at the end of 2008-09. Land previously classified as held-for-sale has been reclassified to non current assets.
15. Amounts payable to the Department of Education and Training for payroll and Southbank Education Training Precinct rental payments.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

16. Higher cash balance required to cover outstanding payables.
17. Receivables are expected to increase as a result of revenue growth.
18. Book value of buildings was written down to nil at the end of last financial year. Land previously classified as held-for-sale has been reclassified to non current assets.
19. Increased amounts payable to the Department of Education and Training for payroll and Southbank Education Training Precinct rental payments.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

20. Increased growth in fee for service, Australian Government programs and International Revenue.
21. Change in funding agreement with the Department of Education and Training. User choice contract has been reclassified to user charges.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

22. Increased growth in fee for service, Australian Government programs and International Revenue.
23. Change in funding agreement with the Department of Education and Training. User choice contract has been reclassified to user charges.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

24. Increased growth in fee for service, Australian Government programs and international revenue.
25. Change in funding agreement with the Department of Education and Training. User choice contract has been reclassified to user charges.

Gold Coast Institute of TAFE

OVERVIEW

The Gold Coast Institute of TAFE (GCIT) was established as a statutory TAFE institute under the *Vocational Education, Training and Employment Act 2000* on 1 July 2008. GCIT's vision is to be an internationally renowned provider of outstanding vocational services. GCIT will achieve this vision by bringing together exceptional people to produce highly sought after graduates.

GCIT offers a broad range of vocational qualifications from Certificate to advanced diplomas, school and university pathways and articulation arrangements in many key industry specific areas. By the end of 2009-10, it is estimated that the Institute will utilise 590 full-time equivalent departmental staff and 24 full-time equivalent staff directly engaged by the statutory institute.

REVIEW OF PERFORMANCE

Recent achievements

- Delivered significant on-line nursing products to local, rural, remote and interstate students. Contributed to the skills development of existing nurses as well as training new graduates to assist in meeting the demands of industry. The on-line Advanced Diploma in Nursing has enabled GCIT to meet shortages in specialised areas of nursing.
- As part of developing the new GCIT English Language Centre brand, GCIT opened a new International English Language Teaching System (IELTS) testing centre to respond to the growing need for migrant English language education on the Gold Coast.
- Refurbished substantial components of the Ashmore campus through use of Australian Government Better TAFE Facilities (BTF) funding.
- Conducted an extensive review of the competitive marketplace to refine the GCIT 2010-2011 product offering and pricing to deliver demand-driven skills training options.
- Continued to increase recognised academic pathways from the Vocational and Education and Training (VET) sector to the university sector through articulation agreements with Griffith University, Bond University, Central Queensland University and Southern Cross University.

Future developments

- Develop a flexible on-line suite of health products to allow rural and remote learners in Years 11 and 12 to achieve credits towards future health and nursing programs.
- Develop health products that can be studied online and face-to-face to enable existing nurses to maintain annual registration requirements as part of a new Continuing Professional Development (CPD) program being introduced by industry.
- Further develop relationships with universities to deliver Certificate III and IV products as electives in undergraduate degrees so students can gain industry recognition and experience whilst they are still studying.
- Develop market intelligence-led approach to identifying a demand-driven skills training delivery profile for GCIT to improve participation rates.
- Open the new Coomera campus to provide a centre of excellence in Creative Industries in South East Queensland. This new campus is planned to have a green-star rating, and a state-of-the-art teaching facility, with direct access to public transport.

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
1,2	30	24	33

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Staffing numbers reflect staff directly engaged by the Institute and do not include staff employed by the Department of Education and Training who are utilised by the Institute.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
<i>Number of students</i>				
Total number of students		16,700	16,400	16,600
Number of students completing Certificate III and above	1	New measure	4,050	4,100
<i>Completions</i>				
Percentage of successful competencies as a proportion of all attempted competencies		91%	89%	91%
<i>Post training outcomes</i>				
Student post training outcome (employed or in further study after training)	2	New measure	84%	84%
<i>Efficiency and effectiveness</i>				
Level of stakeholder satisfaction with services and products:				
• Student satisfaction survey		80%	82%	84%
• Employer satisfaction survey		85%	74%	80%
Average cost per competency successfully completed (\$)	3	515	565	537
State contribution (\$'000)		42,943	43,284	40,871
Other revenue (\$'000)		24,205	23,360	24,774
Total cost (\$'000)		63,870	66,099	63,868

Notes:

1. New service standard introduced to monitor the number of students completing a Certificate III and above. This has an immediate contribution to Queensland meeting Tomorrow's Queensland Smart target – three out of four Queenslanders will hold trade, training or tertiary qualifications.
2. New service standard introduced to monitor the post training outcomes of students.
3. This measure includes full cost of facilities and infrastructure.

INCOME STATEMENT

Gold Coast Institute of TAFE	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	1,8	23,048	21,757	23,350
Grants and other contributions	5,9	42,943	43,284	40,871
Other revenue		1,157	1,603	1,424
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		67,148	66,644	65,645
Expenses				
Employee expenses	2,6,10	4,281	3,895	4,995
Supplies and services	3,11	55,873	58,895	55,834
Grants and subsidies	
Depreciation and amortisation	4,7	3,339	2,925	2,607
Finance/borrowing costs	
Other expenses		315	315	362
Losses on sale/revaluation of property, plant and equipment and investments		62	69	70
Total expenses		63,870	66,099	63,868
OPERATING SURPLUS/(DEFICIT)		3,278	545	1,777

STATEMENT OF CHANGES IN EQUITY

Gold Coast Institute of TAFE	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		3,278	545	1,777
Total recognised income and expense for the period		3,278	545	1,777
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		3,278	545	1,777

BALANCE SHEET

Gold Coast Institute of TAFE	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	12,17	15,773	13,211	16,518
Receivables		2,849	3,154	3,287
Other financial assets	
Inventories		126	119	132
Other		137	150	150
Non-financial assets held for sale	
Total current assets		18,885	16,634	20,087
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	13,15,18	135,445	112,352	110,251
Intangibles		..	4	83
Other	
Total non-current assets		135,445	112,356	110,334
TOTAL ASSETS		154,330	128,990	130,421
CURRENT LIABILITIES				
Payables		1,534	1,483	1,307
Accrued employee benefits		..	2	2
Interest-bearing liabilities and derivatives	
Provisions	
Other		6,475	6,625	6,416
Total current liabilities		8,009	8,110	7,725
NON-CURRENT LIABILITIES				
Payables		..	31	31
Accrued employee benefits		..	19	58
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		..	50	89
TOTAL LIABILITIES		8,009	8,160	7,814
NET ASSETS/(LIABILITIES)		146,321	120,830	122,607
EQUITY				
Capital/contributed equity		141,052	141,047	141,047
Retained surplus/(accumulated deficit)	14,16	5,269	(20,217)	(18,440)
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		146,321	120,830	122,607

CASH FLOW STATEMENT

Gold Coast Institute of TAFE	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	19,21	24,235	23,442	22,930
Grants and other contributions	22,23	42,943	43,284	40,871
Other		2,077	3,211	2,626
Outflows:				
Employee costs		(4,281)	(3,876)	(4,956)
Supplies and services	20,24	(56,732)	(62,586)	(56,023)
Grants and subsidies	
Borrowing costs	
Other		(810)	(2,333)	(1,556)
Net cash provided by/(used in) operating activities		7,432	1,142	3,892
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	25	(2,564)	(2,463)	(585)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(2,564)	(2,463)	(585)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		4,868	(1,321)	3,307
Cash at the beginning of financial year		10,905	14,532	13,211
Cash transfers from restructure	
Cash at the end of financial year		15,773	13,211	16,518

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

26. Decrease due to a reduction in revenues from international enrolments following changes to the Migrations Occupation in Demand List (MODL) and Trade Recognition Australia's Job Ready Program on International revenues.
27. Decrease due to some common law contract positions being vacant throughout the year plus lower than budgeted incentive payments.
28. Increase predominantly due to higher than forecast contracted labour expense as efficiency savings within delivery areas targeted in budget were not achieved. Also due to higher than expected administration expense with the Institute's organisational restructure requiring greater emphasis on customer and delivery support than anticipated.
29. Decrease due to downward revaluation of non-current assets in 2008-09 (assessed after 2009-10 Budget was published).

Major variations between 2009-10 Budget and 2010-11 Estimate include:

5. Decrease due to one-off Better TAFE Facilities (BTF) funds in 2009-10 partially offset by higher Vocational Education and Training (VET) Revenue General funding and additional revenue from increased delivery of language/literacy/numeracy training.
6. Increase due to higher number of staff on common-law contracts to enhance the commercial focus and business development approach of internal delivery teams.
7. Decrease due to downward revaluation of non-current assets in 2008-09 (assessed after 2009-10 Budget was published).

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

8. Increase due to expansion of nursing delivery and re-introduction of Adult Community Education Programs plus additional revenues through new International English Language Testing System (IELTS) testing centre.
9. Decrease due to one-off BTF funds in 2009-10 partially offset by higher VET Revenue General funding and higher language/literacy/numeracy delivery.
10. Increase due to higher number of staff on common-law contracts to enhance the commercial focus and business development approach of internal delivery teams.
11. Decrease due to one-off BTF expenditure in 2009-10.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

12. Decrease due to impact of revised forecast operating result in 2009-10.
13. Decrease due to land and buildings revaluation decrement in 2008-09 (assessed after 2009-10 Budget was published).
14. Decrease due to land and buildings revaluation decrement in 2008-09 (assessed after 2009-10 Budget was published).

Major variations between 2009-10 Budget and 2010-11 Estimate include:

15. Decrease due to land and buildings revaluation decrement in 2008-09 (assessed after 2009-10 budget published) plus further fully depreciated assets in 2010-11.
16. Decrease due to land and buildings revaluation decrement in 2008-09 (assessed after 2009-10 budget published).

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

17. Increase due to impact of revised forecast operating result in 2010-11.
18. Decrease due to net movement of capital expenditure in the year and depreciation charged on assets.

Cash flow Statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

19. Decrease due to a reduction in revenues from international enrolments following changes to the Migration Occupations in Demand List (MODL) and Trade Recognition Australia's Job Ready Program.
20. Increase predominantly due to higher than forecast contracted labour expense as efficiency savings within delivery areas targeted in budget were not achieved. Also due to higher than expected administration expense with the Institute's organisational restructure requiring greater emphasis on customer and delivery support than anticipated.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

21. Decrease due to a reduction in revenues from international enrolments following changes to the Migration Occupations in Demand List (MODL) and Trade Recognition Australia's Job Ready Program.
22. Decrease due to one-off BTF funds in 2009-10 partially offset by higher VET Revenue General funding and additional revenue from the increased delivery of higher language/literacy/numeracy training.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

23. Decrease due to one-off BTF funds in 2009-10 partially offset by higher VET Revenue General funding and additional revenue from the increased delivery of language/literacy/numeracy training.
24. Decrease due to one-off BTF expenditure in 2009-10.
25. Decrease due to one-off BTF expenditure in 2009-10.

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PART 17

Department of Health

Summary of departmental portfolio budgets

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
3-118	Department of Health - controlled	9,037,031	9,260,404	9,990,242
	Department of Health - administered	24,076	24,599	25,005
3-143	Queensland Institute of Medical Research	77,541	72,842	77,109
3-149	Health Quality and Complaints Commission	8,770	9,462	9,843

Note:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Deputy Premier and Minister for Health has Ministerial responsibility for Queensland Health and a number of statutory bodies including the Queensland Institute of Medical Research and the Health Quality and Complaints Commission.

STRATEGIC ISSUES

Queensland Health's mission is to create dependable health care and improve the health of all Queenslanders. To achieve this, the *Queensland Health Strategic Plan 2007-12* outlines four strategic priorities which confirm our continuing commitment to meeting the *Toward Q2: Tomorrow's Queensland* ambition of *Healthy – Making Queenslanders Australia's healthiest people* and to address the challenges articulated in *Advancing Health Action* (2008).

Queensland Health's strategic priorities are:

- *Making Queenslanders healthier* with a focus on the promotion and protection of the health of all Queenslanders and the prevention of ill health by supporting healthy behaviours and lifestyle choices, improving access to cancer screening programs, managing preventable environmental health hazards, preventing and controlling communicable diseases and maintaining vaccination rates
- *Meeting Queenslanders' healthcare needs safely and sustainably* by addressing the challenge of meeting the healthcare needs of Queenslanders across the spectrum of care including the expansion of services available in the primary care setting, expansion of hospital and related services to meet the needs of a growing population and improving patient care, safety and patient outcomes
- *Reducing health service inequities across Queensland* by providing greater access to health services for specific population groups most at risk including closing the gap on health outcomes for rural and remote and Indigenous Queenslanders and improving access to mental health services across Queensland
- *Developing our staff and enhancing organisational performance* by valuing the role of people and resources in the organisation and the implementation of performance management, governance and accountability systems to best achieve the strategic priorities of the department.

The challenges for Queensland Health into the future include changing the community's focus to the prevention of illness and maintenance of good health; managing the complex process of care delivery by ensuring the right services are provided in the right place; building public confidence in the healthcare system; providing a seamless transition for patients as they move across healthcare providers and settings; attracting and retaining skilled professionals in rural and remote areas and specialist services and managing the growing demand for services within the economic and financial environment.

The Australian Government is a major contributor to the delivery of public health services. The funding reforms endorsed by the Council of Australian Governments in 2010, will deliver an additional \$484.5 million operational and \$257.4 million capital funding to Queensland over the next four years to support specific reform areas including emergency department access, elective surgery waiting lists, sub-acute care, health workforce reform, preventive health and health infrastructure.

2010-11 HIGHLIGHTS

In 2010-11 Queensland Health's budget will grow to \$9.99 billion, an increase of 10.5% on the 2009-10 Budget. The department's capital program in 2010-11 will see \$1.634 billion invested in health infrastructure.

National Health and Hospitals Network Agreement: Under the Health and Hospitals reform funding package endorsed by the Council of Australian Governments, Queensland will invest \$484.5 million operational and \$257.4 million capital funding over four years including the following:

- total funding of \$102.5 million operational and \$48 million capital over four years to facilitate improved emergency department waiting times and the achievement of a new National Access Target to ensure patients are admitted, deferred or discharged within four hours of presentation to an emergency department, where it is clinically appropriate to do so
- total funding of \$132.9 million operational and \$27.6 million capital over four years to implement access targets for elective surgery so that by December 2014, 95% of patients waiting for surgery in categories 1 and 2 will be treated within clinically recommended times, and category 3 patients by December 2015. This includes capital funding of \$14.6 million over two years which has been allocated to the Nambour General Hospital interim service enhancements
- total funding of \$199 million operational and \$128 million capital funding over four years to establish new sub-acute beds in the areas of rehabilitation, sub-acute, mental health and palliative care
- \$37.7 million capital funding over three years to increase hospital capacity and improve services to patients in the areas of emergency departments, elective surgery and sub-acute care through a funding pool
- \$16.1 million capital funding over four years to expand multi-purpose services including increasing sub-acute bed numbers so elderly patients will be cared for in more appropriate aged care facilities across rural and regional Queensland.

Regional Cancer Centres: \$194.5 million operational and \$179.3 million capital funding over four years will be invested by the Government and Australian Government to provide new or upgraded cancer centres throughout Queensland including:

- enhancement to cancer services in North Queensland with 26 additional chemotherapy chairs, two additional linear accelerators and a Positron Emission Tomography scanner at Townsville and enhanced tele-oncology and chemotherapy treatment services at Mt Isa
- expansion of medical oncology services in Southern Queensland through the recruitment of additional medical, nursing and Allied Health staff, increase in the number of treatment spaces and the number of inpatient beds at Toowoomba with outreach services to be provided by the Princess Alexandra Hospital
- enhancement of regional cancer services to Central Queensland by increasing staff numbers, beds and day treatment spaces at Rockhampton, Bundaberg and Hervey Bay with outreach services to be provided by the Royal Brisbane and Women's Hospital.

Children's Hearing Services: \$5.5 million additional funding in 2010-11 (\$16.5 million over four years) to deliver:

- an increased number of cochlear implants to children in public hospitals
- expanded early intervention services to the children of Queensland with each child to receive the appropriate and timely follow-up therapy to ensure that their speech and language outcomes are optimised

- community development programs in Northern Queensland for Indigenous children to receive enhanced access to therapy services
- additional Auditory-Verbal therapy services through the private sector and funding to support the expansion of clinical space to the Hear and Say Centre.

Sunshine Coast Interim Service Enhancements: Total funding of \$111.6 million operational over four years and \$26.1 million capital over two years to enhance services on the Sunshine Coast, including:

- a new cardiac catheterisation laboratory, endoscopy and vascular surgery suites and improvements to neurosurgery services at the Nambour General Hospital (Capital funding provided by the Australian Government under the National Health and Hospitals Network agreement)
- Caloundra Hospital emergency department will increase clinical capability and capacity to meet rising demand until the opening of the Sunshine Coast University Hospital
- enhanced access to radiation oncology services for public patients
- increased access to a dedicated aero medical retrieval service.

Priority Capital Program: \$6.85 million capital funding in 2010-11 (\$121.2 million over four years) will be invested in a Priority Capital Program which will enable minor refurbishments and/or renewal activities on buildings and engineering services, additional ICT infrastructure and equipment replacement.

Persistent Pain Strategy: \$39.1 million operational funding over four years to implement the *Statewide Persistent Pain Health Services Strategy 2010-15*, with four pilot sites to commence over two years from 2010-11 at the Gold Coast, Townsville, Princess Alexandra Hospital and Nambour General Hospital.

Mental Health Stigma Campaign: \$8.5 million operational funding over four years to launch a mental health social marketing campaign through statewide mass advertising, community engagement and education activities to raise awareness of mental health issues.

James Cook University Dental School Training Facilities: \$25 million additional funding contribution in 2010-11 (\$45 million total funding over four years) towards building and operating dental clinic training facilities at the James Cook University Cairns and Townsville campuses.

Queensland Institute of Medical Research: \$7.8 million additional funding in 2010-11 (\$31.2 million total funding over four years) to support the Queensland Institute of Medical Research.

In 2010-11 Queensland Health has also committed to:

- progressing the new Queensland Children's Hospital, Gold Coast University Hospital and other major hospital expansions at Cairns, Mackay, Mt Isa, Robina, Rockhampton and Townsville at a total cost of \$4.836 billion
- progressing developments on the Sunshine Coast including the new Sunshine Coast University Hospital (SCUH) to be opened with 450 beds in 2016, increasing to 738 beds by 2021 at a total cost of \$1.972 billion and a co-located private Hospital on the SCUH site to open in 2013
- providing 'faster emergency care in our hospitals' by advancing expansions of adult and/or paediatric emergency departments at The Prince Charles, Logan, QEII, Toowoomba, Ipswich, Caboolture and Redland Hospitals at a total cost of \$140.4 million

- completing a range of capital projects including the Cairns Base Hospital and Robina Hospital emergency department upgrades, Princess Alexandra Hospital redevelopment, Bundaberg Hospital expansion, Toowoomba Birthing Centre, Middlemount Community Health Centre, expanded oral health facilities at Gladstone and staff accommodation at Moranbah at a total cost of \$167.5 million.

RECENT ACHIEVEMENTS

Funding in 2009-10 enabled Queensland Health to progress a range of initiatives including:

Cancer services: investment in Cancer services enabled:

- the relocation of the Cairns Base Hospital Cancer Care Services Day Oncology Unit which allowed for the expansion of clinical treatment areas from seven to 12
- additional treatment sessions in Rockhampton through an increase in the number of visiting oncology and haematology specialists and the commissioning of additional chemotherapy chairs within the existing space to meet demand
- the provision of funding to five non-government organisations at Townsville (two), Cairns (two) and Toowoomba to develop proposals to build or enhance accommodation for patients travelling to receive treatment for cancer, heart disease and other illnesses
- the opening of the Cancer Council Queensland's new \$2 million Central Queensland Cancer Support Centre in Rockhampton with a \$1 million contribution from the State Government.

Nurse Practitioners: an additional 13.8 FTE nurse practitioners commenced in 2009-10 at various locations across Queensland and 24 Registered Nurses commenced the 2010 Master Nurse Practitioner program in speciality areas such as emergency departments, chronic disease, rural and remote and aged care.

Mental Health: achievements from the Queensland Plan for Mental Health include:

- commencement of construction of a 20 bed Community Care Unit at Coorparoo and a nine bed High Secure Unit at The Park – Centre for Mental Health
- planning for a 20 bed Acute Unit and 23 bed Medium Secure Unit at Caboolture
- near completion of a five bed Older Persons Extended Treatment Unit in Nambour
- the purchase of land for a 20 bed Community Care Unit at Redland Bay and a 15 bed Adolescent Extended Treatment Unit (near Redland Hospital) to replace the Barrett Adolescent Centre.

Pandemic (H1N1) Supplementary Funding: \$6.5 million operational and \$3.5 million capital funding was provided in 2009-10 to supplement the costs incurred in addressing the 2009 Pandemic (H1N1 Influenza Virus) including the purchase of an additional 55 ventilators and other equipment to support the increased demand on Intensive Care Units.

Surgery Connect: The Queensland Government aims to reduce the waiting time of long wait elective surgery patients through internal capacity expansion and outsourcing to the private sector. Since its inception in 2007, the Surgery Connect program has facilitated the treatment of more than 17,000 patients with 3,288 patients treated between 1 July 2009 and 31 March 2010 inclusive. This initiative is supported by \$110 million in funding over three years from 2009-10.

Mums and Bubs: Newborn and Family Drop-in clinics have been established in 18 communities across Queensland to provide specialist advice to new parents on a range of issues, such as infant feeding and settling, infant development and bonding and parenting concerns.

Capital Infrastructure: investments in health infrastructure enabled:

- the completion of the new Capricorn Coast Hospital and Health Service in Yeppoon, the new Residential Aged Care Facility at Nambour, the Yarrabah Primary Health Care Centre and hospital redevelopments at Ingham and Innisfail
- the ongoing construction of the new Gold Coast University Hospital and other major hospital redevelopments at Cairns, Mackay, Mt Isa, Townsville, Robina, Rockhampton and Nambour
- the staged expansion of the adult emergency department at Cairns to provide additional treatment capacity, the continued expansion of the Bundaberg Base Hospital and detailed planning and design for expanded adult emergency services at Ipswich, Toowoomba, Redland, QEII and Logan
- the commencement of early works on the new Queensland Children's Hospital and the paediatric emergency department at The Prince Charles Hospital and detailed planning for new and improved paediatric emergency services at Ipswich, Caboolture, Redland and Logan
- rehabilitation and step down facilities have been expanded with the completion of renovations to Eventide Nursing Home at Sandgate and a new rehabilitation building at Rockhampton Base Hospital
- early works commenced on the new Translational Research Institute at the Princess Alexandra Hospital campus which will focus on a wide range of health and medical research areas including cancer, melanoma, liver and kidney disease, malaria, HIV, osteoporosis, obesity, arthritis and diabetes.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

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Queensland Health reports service delivery under six services that reflect the department's planning priorities and supports investment decision-making across the health continuum.

Prevention, Promotion and Protection

This service aims to prevent illness and injury, actively promote and protect the good health and wellbeing for Queenslanders and reduce the health status gap between the most and least advantaged in the community. This service is directed at the entire well population or specific sub populations rather than individual treatment and care, using a range of strategies such as disease control, regulation, social marketing, community development and screening.

Primary Health Care

This service addresses health problems or established risk factors of individuals and small targeted groups providing curative, promotive, preventative and rehabilitative services. Although primary health care services are largely provided by General Practitioners or other non-government health care providers, Queensland Health through multidisciplinary teams of healthcare professionals, provides a range of primary health care services that include early detection and intervention services and risk factor management programs through community health facilities, child health centres and dental clinics.

Ambulatory Care

This service aims to provide equitable access to quality emergency medical services provided in public hospital emergency departments and services provided through Queensland's public hospital outpatient departments including a range of pre-admission, post acute and other specialist medical, allied health, nursing and ancillary outpatient services.

Acute Care

This service aims to increase equity of access to high quality acute hospital services on a Statewide basis and includes the provision of medical, surgical and obstetric services to people treated as acute admitted patients in Queensland's public acute hospitals.

Rehabilitation and Extended Care

This service predominantly targets the needs of people with prolonged conditions and chronic consequences. The goal is to improve the functional status of a patient with an impairment or disability, slow the progression and assist them to maintain and better manage their health condition. It includes rehabilitation, palliative care, respite, psychogeriatric, geriatric evaluation and management, residential aged care services, residential services for young people with physical and intellectual disabilities and it also includes extended care services that focus on maintaining a person's health and current functional status.

Integrated Mental Health Services

This service spans the health continuum through the provision of mental health promotion and prevention activities (including suicide prevention strategies), community-based services, acute inpatient services and extended treatment services. Mental health reform is guided by the *Fourth National Mental Health Plan* and the *Queensland Plan for Mental Health 2007-2017*. The aim of mental health services is to promote the mental health of the community, prevent the development of mental health problems where possible, and to provide timely access to assessment and treatment services.

STAFFING¹

Service	Notes	2009-10 Adjusted Budget	2009-10 Est. actual	2010-11 Estimate
Services^{2,3}				
Prevention, Promotion and Protection		3,296	3,330	3,420
Primary Health Care		2,666	2,704	2,810
Ambulatory Care		12,467	12,606	12,990
Acute Care		31,228	31,598	32,604
Rehabilitation and Extended Care		4,691	4,747	4,907
Integrated Mental Health Services		6,077	6,140	6,307
Total services		60,425	61,125	63,038
Total		60,425	61,125	63,038

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Corporate FTEs are allocated across the services to which they relate.
3. Effective 1 July 2009, Queensland Health Shared Service Provider was incorporated into Queensland Health – controlled. Queensland Health Shared Service Provider FTEs are allocated across the services to which they relate.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution ² \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Prevention, Promotion and Protection	511,927	293,481	19,209	194,325	4,912
Primary Health Care	567,268	486,539	1,615	77,385	1,729
Ambulatory Care	1,990,279	1,340,058	120,514	521,831	7,876
Acute Care	5,179,166	3,285,505	453,050	1,417,306	23,305
Rehabilitation and Extended Care	851,578	439,164	37,289	287,567	87,558
Integrated Mental Health Services	890,024	581,036	13,884	292,617	2,487
Total³	9,990,242	6,425,783	645,561	2,791,031	127,867

Notes:

1. Explanations of variances are provided in the financial statements.
2. Amounts shown as State Contribution may not reconcile to Service Revenue in the financial statements. Service Revenue now includes payments from the Australian Government due to a decision by the Council of Australian Governments (COAG) in November 2008 to make the majority of Commonwealth payments directly to consolidated funds. Departments receive the payments through Service revenue or Equity injection.
3. Queensland Health Shared Service Provider Sources of revenue and total cost are allocated across the Service area to which they relate.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Prevention, Promotion and Protection				
Percentage of the Queensland population who:	1			
• consume recommended amounts of fruit and vegetables	2	9%	8.45%	9%
• engage in levels of physical activity for health benefit	3	56%	54%	56%
• consume alcohol at risky and high risk levels	4	11%	11.4%	11%
• smoke tobacco		15%	15.5%	15%
• adopt ultraviolet (UV) protective behaviours	5	95%	96%	96%
Percentage of target population screened for:				
• breast cancer	6	57.5%	57.4%	57.5%
• cervical cancer	7	59.5%	59.8%	60.0%
• bowel cancer	8	42.5%	41.4%	41.4%
Vaccination rates at designated milestones for:	9			
• all children aged 2 years		92%	90.8%	92%
• Aboriginal and Torres Strait Islander children aged 2 years		92%	90.5%	92%
• Year 8 female students for Human Papilloma Virus (HPV)	10	75%	65%	75%
New notifications of HIV infection	11	185	185	190
Percentage of Queensland population, meeting the requirements of the <i>Water Fluoridation Act 2008</i> , that receive fluoridated water from reticulated water supplies	12	80%	80%	84%
Percentage and number of fall related hospitalisations for older people (aged over 65 years) in Queensland	13,14	4.3% 21,546	2.7% 13,584	2.8% 14,076
Percentage of invasive cancers detected through BreastScreen Queensland that are small (<15mm) in diameter	15	New measure	60.8%	60.8%
Number of high risk complaints investigated and the risk controlled	16	New measure	865	865
State contribution (\$000)		357,396	279,333	293,481
Other revenue (\$000)		165,081	196,570	218,446
Total cost (\$000)	17,18	522,477	475,903	511,927
Service: Primary Health Care				
Number of calls to 13 HEALTH (information and teletriage service)	19	230,000	251,000	283,000
Percentage of calls to 13 HEALTH (information and teletriage service) answered within 20 seconds	19,20	80%	83.16%	80%
Number of children and adolescents oral health occasions of service (0-15 years)	21,22	560,000 – 580,000	460,000	560,000 – 570,000
Number of adult oral health weighted occasions of service (ages 16+)	22,23	1,900,000 – 2,100,000	1,900,000	1,900,000 – 2,000,000

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number and age standardised rate of potentially preventable admitted patient episodes of care:	24,25, 26,27,28			
• Non-Aboriginal and Torres Strait Islander patients		No: 124,000 Rate: 30	No: 120,488 Rate: 27.9	No: 125,000 Rate: 27
• Aboriginal and Torres Strait Islander patients	29,31	No: 7,750 Rate: 83.4	No: 8,330 Rate: 85.7	No: 7,577 Rate: 81.1
Percentage of women who, during their pregnancy were smoking after 20 weeks:	24,28,30			
• Non-Aboriginal and Torres Strait Islander women		14%	13.1%	12.5%
• Aboriginal and Torres Strait Islander women	29	48.2%	46.8%	46%
State contribution (\$000)		375,266	449,784	486,539
Other revenue (\$000)		60,861	71,508	80,729
Total cost (\$000)	17,18	436,127	521,292	567,268

Service: Ambulatory Care

Total number of non-admitted occasions of service (including emergency services):	24,32	11,000,000 - 11,500,000	10,872,652	10,500,000 - 11,000,000
• Emergency services			1,562,613	
• Speciality clinics	33		3,408,080	
• Diagnostic and outreach services			5,901,959	
Total non-admitted weighted activity units:	34	250,000 - 275,000	262,261	250,000 - 275,000
• Emergency services			27,982	
• Speciality clinics			223,225	
• Diagnostic and outreach services			11,054	
Percentage of women who gave birth and had 5 antenatal visits or more in the antenatal period:	24			
• Non-Aboriginal and Torres Strait Islander women		92%	91.6%	92.5%
• Aboriginal and Torres Strait Islander women	29,35	78%	76.6%	84.5%
Proportion of patients attending emergency departments treated within standard timeframes for:	36,37			
• Category 1 (immediate)		100%	98%	100%
• Category 2 (within 10 minutes)		80%	75%	80%
• Category 3 (within 30 minutes)		75%	58%	75%
• Category 4 (within 1 hour)		70%	62%	70%
• Category 5 (within 2 hours)		70%	85%	70%
State contribution (\$000)		1,250,886	1,261,337	1,340,058
Other revenue (\$000)		565,406	582,996	650,221
Total cost (\$000)	17,18	1,816,292	1,844,333	1,990,279

Service: Acute Care

Acute admitted patient episodes of care	24,25,38	850,000 - 890,000	888,432	900,000 - 950,000
Acute admitted patient weighted activity units	34,40	830,000 - 850,000	875,084	850,000 - 880,000
Patient Days	24,41	2,500,000 - 2,900,000	2,552,176	2,500,000 - 2,900,000

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of available bed and available bed alternatives for public acute hospitals	24,42	10,350 – 10,400	10,460	10,700 – 10,750
Percentage of patients admitted from emergency departments within 8 hours	43	65%	66%	80%
Percentage of admitted patients discharged against medical advice:	24,44,45			
• Non-Aboriginal and Torres Strait Islander patients		0.75%	0.98%	1.0%
• Aboriginal and Torres Strait Islander patients	29	2.05%	3.26%	2.48%
Percentage of clinical indicator VLAD reviews (triggered as a result of variation from State average) completed within approved timeframes	46	100%	53%	100%
Number of days waited at the 50 th percentile for elective surgery:	39,47			
• Category 1 (30 days)		..	11	..
• Category 2 (90 days)		..	43	..
• Category 3 (365 days)		..	85	..
Number of days waited at the 90 th percentile for elective surgery:	47			
• Category 1 (30 days)		30	34	30
• Category 2 (90 days)		90	119	90
• Category 3 (365 days)		365	349	365
Average cost per weighted activity unit for acute admitted patients	48	\$4,500 - \$4,800	\$4,600	\$5,000 - \$5,300
State contribution (\$000)		3,037,865	3,059,985	3,285,505
Other revenue (\$000)		1,670,260	1,748,365	1,893,661
Total cost (\$000)	17,18	4,708,125	4,808,350	5,179,166
Service: Rehabilitation and Extended Care				
Sub and non acute patient days (including Maintenance care, Rehabilitation and Palliative Care)	24,41	460,000 – 480,000	512,446	520,000 – 530,000
Sub and non acute weighted activity units	34,40	92,000	112,857	100,000 – 120,000
Average number of public hospital beds occupied each day by nursing home type patients	24,49	400	375	375
Number of State Government Residential Aged Care Facilities and services meeting National Accreditation Standards	50	20	20	20
Average cost per weighted activity unit for sub and non acute patients	51	\$4,400 - \$4,800	\$5,100	\$5,400 - \$5,700
State contribution (\$000)		399,092	409,044	439,164
Other revenue (\$000)		344,922	377,944	412,414
Total cost (\$000)	17,18	744,014	786,988	851,578
Service: Integrated Mental Health Services				
Mental health acute admitted patient episodes of care	52,53	14,000 – 15,000	14,612	14,000 – 15,000
Mental health acute admitted psychiatric care days	53,54,55	190,000 – 200,000	220,100	190,000 – 200,000

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Mental health extended treatment accrued mental health care days	56,57	180,000 – 200,000	181,256	190,000 – 200,000
Weighted activity unit for mental health acute admitted patient episodes of care	34,40,58	55,000	63,067	60,000 – 75,000
Mental health patients accessing community mental health care	59,60,61	77,000 – 82,000	75,860	75,000 – 80,000
Community mental health occasions of service	61,62,63	1,300,000 – 1,350,000	858,749	850,000 – 950,000
Re-admission rate to acute psychiatric care within 28 days of discharge	64,65,66	15% - 20%	16%	15% - 20%
Rate of community follow-up within 7 days post-discharge from acute inpatient care	65,67,68	New measure	45.4%	50% - 60%
State contribution (\$000)		536,094	544,290	581,036
Other revenue (\$000)		273,902	279,248	308,988
Total cost (\$000)	17,18	809,996	823,538	890,024

Notes:

- These performance indicators measure risk factors for adult Queenslanders associated with the burden of chronic disease and are reported for persons aged 18 years and older. All indicators are self-reported.
- The 2010-11 Target/est. is set based on historical trends. This indicator will be revised in 2010-11 to align with the COAG endorsed indicators of mean daily number of serves of fruit and vegetables.
- This service standard is for persons aged 18-75 years. The 2010-11 Target/est. is based on historical trends.
- The 2010-11 Target/est. is set based on historical trends from data collected on a three yearly basis, with the last data collection in 2007. The National Health and Medical Research Council (NHMRC) Alcohol Guidelines 2001 have been used to define risky drinking in this reporting, to provide continuity with previous reports and national and state targets. The NHMRC released new guidelines for Australia in late 2009. These represent major changes that will be applied to drinking prevalence data and inform new service standards and target. Full alignment of reported indicators with the new service standards may take some time. Data will next be collected in mid 2010.
- Adopting at least one of three protective behaviours as outlined in the National Skin Cancer Awareness Campaign (sunscreen, hat and staying out of the sun). The 2009-10 Est. actual is derived from usual reported behaviour in summer. Where as previous data was derived from usual reported behaviours on sunny days when outside for at least 15 minutes. The 2010-11 Target/est. is based on historical trends. This indicator will be revised in 2010-11 to align with the Toward Q2 defined sun safety indicator.
- The 2009-10 Est. actual figure relates to the most recent period for which data has been available and reported (Jan 2007 – Dec 2008). The 2010-11 Target/est. relates to the next reporting period (Jan 2008 – Dec 2009). There has been an increase in the participation rate from 56.4% for the period Jan 2006 to Dec 2007 to 57.4% for the period Jan 2007 to Dec 2008. This increase can be attributed in part to the positive impact of the social marketing campaign and the recruitment of radiographer staff.
- The 2009-10 Est. actual figure relates to the most recent period for which data has been available and reported (Jan 2007 – Dec 2008). The 2010-11 Target/est. relates to the next reporting period (Jan 2008 – Dec 2009). The increase in participation can be attributed to the positive impact of the social marketing campaign.
- The 2009-10 Est. actual figure relates to the most recent period for which data has been available and reported (1 Jan 2008 - 31 Dec 2008). This figure is based on unpublished Australian Institute of Health and Welfare (AIHW) data which uses the Estimated Resident Population as the denominator. The 2009-10 Est. actual is projected to be lower than the 2009-10 Target/Est due to the inclusion of 50 year olds whose response rate is lower than 55 and 65 year olds. However, reporting for people invited in the last three months of the calendar year is influenced heavily by lag times to complete the Faecal Occult Blood Test (FOBT) kit; therefore, participation rates are likely to be understated. The National Bowel Cancer Screening Program (NBCSP) was suspended for six months between May and Nov 2009 due to a fault with the FOBT kit. Replacement FOBT kits were issued from 4 Nov 2009 and the potential impact of this remediation on participation rates are unclear. The 2010-11 Target/est. therefore remains the same as the 2009-10 Est. actual.
- Coverage data for two year olds are reported quarterly by the Australian Childhood Immunisation Register (ACIR). Data for this report are calculated from the September 2009 and December 2009 quarters. While fluctuations are expected in vaccination coverage, rates for these cohorts dropped in this period due to the ACIR using different criteria for some of the vaccines reported.
- HPV coverage for Year eight female students is based on estimates for dose three vaccinations. The target of 75% is consistent with targets for other vaccines delivered in the school program and with national targets for the program. The reported rates are preliminary as data are still being validated. This program will take some time to establish and it is expected that rates will improve over time. High coverage of multi-dose vaccination courses presents major challenges, particularly in the adolescent cohort. Uptake drops with each successive dose (coverage for dose 1 HPV is approximately 75.7%).
- The 2009-10 and 2010-11 Target/est. have been set higher than previous due to known increases in risky sexual behaviour in men who have sex with men (MSM) combined with a higher prevalence of other sexually transmissible infections (STIs) in MSM (reflective of the higher prevalence of other STIs in the general community). Queensland Health is implementing multi-strategy initiatives for STI and HIV/AIDS prevention aimed at improving health outcomes for people in high risk groups.

12. Over the next three years the water fluoridation project will increase access to fluoridated water to more than 90% of the Queensland population (as specified in the Water Fluoridation Act 2008) by 2012. The 2009-10 Target/est. is consistent with the calendar year rollout that required SEQ Water to be fluoridated by the end of 2009, and identified non-SEQ local governments to be completed in 2010. The 2010-11 Target/est. is based on the anticipated rollout by 31 December 2010.
13. The service standard provides an indication of the trends over time in effectively preventing falls and preventable hospitalisation. The 2009-10 Est. actual figure relates to the most recent period for which data is available and reported (Jul 2007 – Jun 2008) and using fall trends since 2000, adjusted for the relevant estimated population (2009). The 2010-11 Target/est. is based on a similar methodology, including trends in estimated population change.
14. The decrease in the 2009-10 Est. actual and the 2010-11 Target/est. compared to the 2009-10 Target/est. is due to realignment of codes for falls to be consistent with national reporting. Independent of this change, the impact of the ageing population, increased number of people in the high risk bracket, migration of older people to Queensland and natural variation from year to year will affect the estimates. Data relates to hospitalisations for persons 65 years and older and not number of people admitted as the same person can have multiple hospitalisations. It is estimated that the number of older people who are hospitalised with a fall will increase slightly due to the projected increase in population in this age group.
15. BreastScreen Queensland aims to detect early breast cancer, thus ensuring better outcomes for women. The percentage of small invasive cancers (<15mm) in diameter of all invasive cancers detected through BreastScreen Queensland is a new service standard and a good indicator of the BreastScreen Queensland Program's success.
16. Previous performance indicators (Percentage of high risk issues managed through legislation that are investigated and resolved within agreed timeframes) has been amended to reflect the number of high risk complaints investigated and controlled as it represents a key measure for managing public health risk across Queensland. A composite service standard focused on high risk issues requiring immediate intervention by Queensland Health across a range of areas with considerable diversity. Examples of high risk issues are: significant communicable disease outbreaks; suspected intentional food contamination of public health importance; significant environmental health, food and food borne illness complaints; and other significant environmental health incidents such as radiation safety and protection issues.
17. Revenue allocated by service (\$'s). Subsequent to the production of the 2009-10 Service Delivery Statement a complete review was undertaken of expenditure allocations across the services. A subsequent review has also been undertaken in relation to revenue allocation across services.
18. Effective 1 July 2009, Queensland Health Shared Service Provider was incorporated into Queensland Health – controlled. Queensland Health Shared Service Provider Total cost for 2009-10 Est. actual and 2010-11 Target/estimate are allocated across the services to which they relate.
19. 13 HEALTH is a significant primary health care service provided by Queensland Health on a 24 hour, seven-day-a-week Statewide basis. The increase in 2009-10 can be attributed to the steady increase in call volume year on year due to media alerts, marketing campaigns and increases in services offered to the general public.
20. The increase in the 2009-10 Est. actual compared to the 2009-10 target can be directly linked to the swine flu pandemic in 2009 which required that more staff be rostered on to cope with the additional calls (21,000 more than targeted) and to maintain the grade of service (GOS). The 2010-11 target remains at 80% as it is internationally recognised as a suitable target/GOS (80% of calls answered within 20 seconds) for health call centres.
21. The 2009-10 Est. actual is lower than the 2009-10 Target/est. as there was reduced clinical time available due to staff being trained in the new Information System which is used to electronically collect data. There was also a reduction in the number of dental chairs available due to refurbishments and replacements of mobile dental clinics to ensure compliance with contemporary workplace health and safety and infection control (sterilising) requirements.
22. There are many issues currently affecting the delivery of oral health services e.g. changes in sterilisation practices, changes to workplace health and safety requirements in dental clinics, difficulty in recruitment of staff, inability to backfill, and the impact of the implementation of the Information System for Oral Health into the Child and Adolescent Oral Health Service.
23. A weighted occasion of service (WOOS) is a unit of measure of oral health services activity based on the nominal value of services provided as indicated by treatment item codes which are based on the Australian Dental Association (ADA), Australian schedule of Dental Services and Glossary edition 9 (ADA 2009) and additional codes allocated by Queensland Health. The treatment item codes describe the oral health care delivered to a patient at the appointment or service time.
24. The 2009-10 data are preliminary and involve estimation.
25. An episode of care is defined in the Queensland Health Data Dictionary as a phase of treatment. There may be more than one episode of care within the one hospital stay. An episode of care ends when the principal clinical intent (and thus care type) changes or when the patient is formally separated from the facility.
26. Age-standardised rates calculated per 1,000 population are used to increase the comparability when the populations being compared have different age profiles. Potentially preventable hospitalisations include where the patient was admitted for one of a specified set of acute, chronic and vaccine-preventable conditions. Implementation of suitable strategies could reduce hospitalisations for specified conditions e.g. improved access to appropriate primary health care allowing earlier intervention and treatment.
27. Age-standardised rates for 2009-10 have been calculated using 2008 Estimated Resident Population (ERP) data and extrapolating to derive 2009 ERP counts. There are also currently no public ERPs for the Indigenous population for 2009. The 2009 Indigenous population was derived by extrapolation from the growth rate between 2007 and 2008.
28. Data pertains to admissions for Queensland residents only.
29. SDS annual targets have been set to align with those targets set in the National Partnership Agreements (NPA) for Closing the Gap in Indigenous Health Outcomes and for Indigenous Early Childhood. SDS targets are based on the achievement of the end targets for Closing the Gap in life expectancy by 2033 and halving the gap in mortality rates for Indigenous children under five by 2018.
30. Smoking is a risk factor for adverse events in pregnancy being associated with low birth weight (less than 2,500 grams), preterm birth, foetal growth restriction, congenital anomalies and perinatal death. Strategies to address issues include education during antenatal visits and population-wide education campaigns aiming to reduce the underlying prevalence of smoking in women of child bearing age. This aim is to improve the "quit rate" of those mothers who smoke during pregnancy and reduce the gap between non-Indigenous and Indigenous mothers.
31. The 2009-10 Est. actual reflects improved identification of Indigenous people in the data as well as an increase in hospitalisations for vaccine preventable conditions that can be explained by the swine flu pandemic in 2009-10.
32. Occasion of service (OOS) is defined in the Queensland Health Data Dictionary as an occasion of examination, consultation, treatment or other service provided to a non-admitted patient in a functional health service facility.

33. OOS include all public acute hospitals but exclude any private practice activity. The 2009-10 Est. actual and 2010-11 Target/est. are lower than the 2009-10 target as it previously included OOS provided by 'dental hospitals' and selected dental clinics operating out of acute hospitals (amounting to ~260,000 OOS annually). Dental OOS are now reported separately.
34. The Casemix Funding Model (CFM) defines activity in terms of a single measure called a Weighted Activity Unit (WAU). The WAU provides a common unit of comparison between the variable components of the CFM, so that all activity can be measured consistently. It is a measure of the relative value of care provided to patients, across various treatment modalities (including renal dialysis treatment provided outside the actual hospital).
35. Due to the timeframe (by 2018) that Queensland Health has agreed to reach this NPA target, there needs to be a significant change over a shorter period hence the 6.5% increase in the target since 2009-10. Queensland Health has implemented a number of measures that will assist in achieving this performance indicator / COAG target by 2018.
36. 2009-10 data is preliminary and represents 1 July 2009 to 28 February 2010 only. Includes data from 27 Queensland emergency department reporting hospitals, which represents approximately 80% of all emergency activity in Queensland.
37. Target/est. based on the clinically recommended times for treatments specified by the Australian College for Emergency Medicine and applied nationally as a performance benchmark.
38. All figures are "acute" admitted patient episodes (including qualified newborns) from public acute hospitals.
39. Targets/benchmarks are not included for this service standard as there are no national benchmarks at the 50th percentile, however the service standard has been included (without a target) as it is a nationally used standard measure.
40. The 2009-10 Est. actual is higher than the target as major hospitals have been responding to existing public demand for inpatient services, which was greater than the 2009-10 Target/est. The increase in the number of available beds has also contributed to the increase in activity.
41. Sub and non acute patient (SNAP) days pertain to the following care types: rehabilitation, palliative care, maintenance care, geriatric evaluation and management, and psychogeriatric care. The Queensland Health Data Dictionary defines the primary goal of care for a SNAP as the enhancement or maintenance of quality of life, current health status or functional ability. They can be either within a designated SNAP ward or a general ward setting.
42. The Queensland Health Data Dictionary defines an "available bed" as a bed which is immediately available to be used by an admitted patient if required and an "available bed alternative" is an item of furniture, for example, trolley and cot, non-recognised beds occupied or not, which is immediately available for use by admitted patients. They are immediately available for use if located in a suitable place for patient care, and there are nursing and auxiliary staff available, or who could be made available within a reasonable period, to service patients who may occupy them.
43. There is no state or national benchmark for this service standard. The 2010-11 Target/est has been set to align with Queensland's goal to improve access to admitted patient services through the Patient Flow Strategy. Data is preliminary and represents 1 July 2009 to 28 February 2010 inclusive. Includes data from 27 Queensland Emergency Department Reporting Hospitals, which represents approximately 80% of all emergency activity in Queensland.
44. Strong evidence shows that patients discharging from hospital against medical advice are at high risk of being readmitted with subsequent and avoidable complications. Research defining the size of the problem in Queensland public hospitals has been undertaken and appropriate protocols to address this are to be developed and tested.
45. The 2009-10 Target/est. cannot be directly compared to the 2009-10 Est. actual or 2010-11 Target/est. due to a change in the indicator methodology. The change is to reflect a more accurate way of counting the measure. Previously, factors such as deceased patients and those receiving renal dialysis were included in the denominator. The 2009-10 Est. actual and the 2010-11 Target/est. have been amended to exclude these factors.
46. Variable Life Adjusted Displays (VLADs) are a clinical indicator monitoring tool providing opportunity for improving the quality of services provided. Variance between the 2009-10 Target/est. and the 2009-10 Est. actual is due to the variable maturity/experience of the Districts to conduct and report a VLAD review. A slight improvement from 2008-09 (37%) to 2009-10 (53%) has occurred as a result of improved local review processes and the introduction of a new information system in late 2009 assisting hospitals in completing VLAD reviews and monitoring their review status. The introduction of the new IT system is expected to further improve % of reviews completed with approved timeframes in 2010-11 along with the introduction of the new VLAD review process map which will provide hospitals with a consistent process for use as a guide when conducting a VLAD review.
47. 2009-10 Est. actual figures use preliminary data for the 1 July 2009 to 31 January 2010 inclusive. This performance indicator reports the 50th and 90th percentiles of the number of days patients waited for elective surgery. Targets have been set according to the clinically recommended waiting time for each category for the 90th percentile only. The aim is to have fewer days waited at the 50th and 90th percentile. Includes data from 32 Queensland Elective Surgery Reporting Hospitals, which represents approximately 95% of all elective surgery activity in Queensland.
48. The 2009-10 Est. actual and 2010-11 Target/est. for the average cost per WAU has escalated due to increases in costs related to enterprise bargaining agreements and non-labour.
49. A nursing home type patient is someone who has been in hospital for 35 or more consecutive days and a clinical decision has been made that they do not require acute care.
50. Each residential aged care facility is required to meet the Accreditation Standards legislated under the Aged Care Act 1997, in order to maintain accreditation status and provide assurance of quality of care.
51. The increase in 2009-10 Est. actual and 2010-11 Target/est. is a result of improvements made in counting and the better identification of rehabilitation and extended care services. The increase also takes into account escalations for enterprise bargaining and non-labour cost increase.
52. Mental health acute admitted patient episodes of care are defined as the total number of completed overnight separations from acute general psychiatric inpatient unit(s) occurring within the reference period.
53. The 2009-10 estimates have been calculated on a pro-rata basis from the July 2009 to December 2009 figures. Episodes in which the patient was admitted and discharged on the same day are excluded.
54. Mental health acute admitted psychiatric care days are defined as the total number of patient days in the acute general psychiatric inpatient unit(s) accounted for by overnight separations during the reference period.
55. 2009-10 Est. actual is higher than anticipated due to a large number of separations from the acute units of one facility with extended lengths of stay. However, this service standard is preliminary and is based on six months of data.
56. Mental health extended treatment accrued mental health care days are the total number of admitted patient care days provided in a designated extended treatment mental health service within the reference period. However, the data excludes a small number of psychogeriatric and mental health acquired brain injury extended treatment beds that do not report accrued patient day data to the Monthly Activity Collection.
57. The 2009-10 estimates have been calculated pro rata from the 1 July 2009 to 28 February 2010.

58. The WAUs are the value for acute and extended treatment ward days in designated mental health wards of casemix funded facilities in 2009-10.
59. Title has been changed since last reporting to accurately identify what we are measuring.
60. Community mental health care refers to specialist mental health care provided by community mental health services and hospital-based ambulatory care services (across all mental health target populations [general, child and youth, older persons and forensic]). The 2009-10 Est. actual has been calculated on a pro-rata basis using data trends for the period July 2006 to December 2009.
61. This service standard was previously calculated uniquely at the Mental Health Network level. However, since the introduction of the state-wide clinical information system in November 2008 (Consumer Integrated Mental Health Application (CIMHA)), the service standard can be calculated uniquely at a state-wide level. The 2009-10 Target/est. was not met as it was based on data that included some duplication of consumer records due to multiple databases and statistical linkage work on 2006-07 data. The 2010-11 Target/est. set lower than previous to reflect improved reporting.
62. A community mental health occasion of service refers to the provision of a clinically significant service by a mental health service provider for a particular consumer which results in a dated entry being made in the consumer's clinical record. Community mental health service contacts are provided by specialist community mental health services and hospital-based ambulatory care services (across all mental health target populations (general, child and youth, older persons and forensic)).
63. Transition to the new state-wide clinical information system in November 2008 has impacted on the reporting of activity data. This is primarily due to a range of data entry, system performance and other change management issues rather than change in access to or output of services. The Mental Health Directorate initiated strategies to address these issues but as a consequence the capacity to accurately predict activity for 2009-10 was limited. It is anticipated that these issues will continue to impact upon data entry in 2010-11.
64. A readmission is defined as a subsequent overnight or longer stay for the patient in the adult acute designated psychiatric unit of the original hospital that begins within 28 days of the original discharge.
65. To be in scope, the initial admitted patient episode of care must (a) occur in an adult acute designated psychiatric unit, (b) involve an overnight or longer stay, and (c) the episode must not end with statistical discharge or transfer.
66. The estimated 2009-10 volumes have been calculated pro rata from the July 2009 to October 2009 data.
67. This service standard refers to the number of separations from the mental health service organisation's general acute inpatient unit(s) for which a public sector community mental health service contact was recorded in the seven days immediately following that separation.
68. The identified target is an annual target, with the expectation that services will continue to work towards a higher longer-term target that would be considered appropriate clinical practice.

INCOME STATEMENT¹

Department of Health	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	2,10,19	8,326,338	8,369,986	9,092,426
User charges	3,11	465,268	647,430	645,561
Grants and other contributions	4,12	166,618	215,628	223,080
Other revenue	5,13	78,807	27,360	29,175
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		9,037,031	9,260,404	9,990,242
Expenses				
Employee expenses	6,14,20	5,884,149	5,945,736	6,475,188
Supplies and services	7,15,21	2,160,526	2,285,896	2,379,089
Grants and subsidies	8,16,22	573,574	590,781	676,522
Depreciation and amortisation	17,23	329,367	350,409	370,232
Finance/borrowing costs	
Other expenses	9,18	85,415	85,031	87,211
Losses on sale/revaluation of property, plant and equipment and investments		4,000	2,551	2,000
Total expenses		9,037,031	9,260,404	9,990,242
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY¹

Department of Health	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	24,28	119,057	(338,721)	117,538
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		119,057	(338,721)	117,538
Surplus/(deficit) for the period	
Total recognised income and expense for the period		119,057	(338,721)	117,538
Equity injection/(withdrawal)	25,27,29	955,145	805,292	1,180,280
Equity adjustments	26	..	56,500	..
Total movement in equity for period		1,074,202	523,071	1,297,818

BALANCE SHEET¹

Department of Health	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	30,43,56	101,632	135,587	144,628
Receivables	31,44	292,578	300,736	303,793
Other financial assets	
Inventories	32,45	95,172	122,035	123,556
Other	33	61,603	69,833	69,856
Non-financial assets held for sale	
Total current assets		550,985	628,191	641,833
NON-CURRENT ASSETS				
Receivables	34,46	..	14,200	14,673
Other financial assets	35,47,57	20,000	26,529	40,519
Property, plant and equipment	36,48,58	7,174,640	6,358,664	7,705,143
Intangibles	37,49,59	140,515	109,495	116,493
Other		9,259	13,140	13,140
Total non-current assets		7,344,414	6,522,028	7,889,968
TOTAL ASSETS		7,895,399	7,150,219	8,531,801
CURRENT LIABILITIES				
Payables	38,50,60	346,257	268,989	282,049
Accrued employee benefits	39,51	326,250	216,754	216,959
Interest-bearing liabilities and derivatives	40,52,61	..	17,900	70,151
Provisions	
Other		6,754	8,947	8,947
Total current liabilities		679,261	512,590	578,106
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	53,62	..	14,200	32,573
Provisions	
Other		1,419	1,776	1,651
Total non-current liabilities		1,419	15,976	34,224
TOTAL LIABILITIES		680,680	528,566	612,330
NET ASSETS/ (LIABILITIES)		7,214,719	6,621,653	7,919,471
EQUITY				
Capital/contributed equity	41,54,63	2,912,689	2,809,976	3,990,256
Retained surplus/(accumulated deficit)		2,389,460	2,393,543	2,393,543
Reserves:				
- Asset revaluation reserve	42,55,64	1,912,570	1,418,134	1,535,672
- Other (specify)	
TOTAL EQUITY		7,214,719	6,621,653	7,919,471

CASH FLOW STATEMENT¹

Department of Health	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	65,79,93	8,326,338	8,369,986	9,092,426
User charges	66,80	450,702	635,764	633,544
Grants and other contributions	67,81	166,618	215,628	223,080
GST input tax credits received		165,874	165,874	165,874
Other	68,82	78,331	26,884	28,699
Outflows:				
Employee costs	69,83,94	(5,883,944)	(6,245,531)	(6,474,983)
Supplies and services	70,84,95	(2,160,292)	(2,286,783)	(2,380,017)
GST paid on purchases		(166,233)	(166,233)	(166,233)
Grants and subsidies	71,85,96	(573,574)	(590,781)	(676,522)
Borrowing costs	
Other	72,86	(61,606)	(61,001)	(62,789)
Net cash provided by/(used in) operating activities		342,214	63,807	383,079
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	73	..	1,137	..
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment	74,87,97	(1,207,062)	(869,318)	(1,584,242)
Payments for intangibles	75,88,98	(87,081)	(41,060)	(25,928)
Payments for investments	76,89,99	..	(6,529)	(13,990)
Loans and advances made		(309)	(309)	(309)
Net cash provided by/(used in) investing activities		(1,294,452)	(916,079)	(1,624,469)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	77,90,100	..	17,900	70,151
Equity injections	78,91,101	1,123,585	994,774	1,389,584
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	92,102	(168,440)	(189,482)	(209,304)
Net cash provided by/(used in) financing activities		955,145	823,192	1,250,431
Net increase/(decrease) in cash held		2,907	(29,080)	9,041
Cash at the beginning of financial year		98,725	164,667	135,587
Cash transfers from restructure	
Cash at the end of financial year		101,632	135,587	144,628

ADMINISTERED INCOME STATEMENT

Department of Health	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	
Taxes, fees and fines		50	50	50
Royalties, property income and other territorial Revenue	
Interest	
Administered revenue	1,3,6	24,069	24,592	24,998
Other	
Total revenues		24,119	24,642	25,048
Expenses				
Supplies and services	
Depreciation and amortisation	
Grants and subsidies	2,4,7	16,448	17,001	17,896
Benefit payments	
Borrowing costs	5,8	7,621	7,591	7,102
Other		7	7	7
Total expenses		24,076	24,599	25,005
Net surplus or deficit before transfers to Government		43	43	43
Transfers of administered revenue to Government		43	43	43
OPERATING SURPLUS/(DEFICIT)	

ADMINISTERED BALANCE SHEET

Department of Health	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		63	78	78
Receivables	9,13	7,300	7,802	7,802
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		7,363	7,880	7,880
NON-CURRENT ASSETS				
Receivables	10,14,17	105,298	104,812	96,503
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets		105,298	104,812	96,503
TOTAL ADMINISTERED ASSETS		112,661	112,692	104,383
CURRENT LIABILITIES				
Payables		3
Transfers to Government payable		59	97	97
Interest-bearing liabilities	11,15	7,300	7,783	7,783
Other		1
Total current liabilities		7,363	7,880	7,880
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities	12,16,18	105,298	104,812	96,503
Other	
Total non-current liabilities		105,298	104,812	96,503
TOTAL ADMINISTERED LIABILITIES		112,661	112,692	104,383
ADMINISTERED NET ASSETS/(LIABILITIES)	
EQUITY				
Capital/Contributed equity	
Retained surplus/(Accumulated deficit)	
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL ADMINISTERED EQUITY	

ADMINISTERED CASH FLOW STATEMENT

Department of Health	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	19,21,25	24,069	24,592	24,998
Grants and other contributions	
Taxes, fees and fines		50	50	50
Royalties, property income and other territorial revenues	
Other		(7)	(7)	(7)
Outflows:				
Transfers to Government		(43)	(43)	(43)
Grants and subsidies	20,22,26	(16,448)	(17,001)	(17,896)
Supplies and services	
Borrowing costs		(7,621)	(7,591)	(7,102)
Other	
Net cash provided by/(used in) operating activities	
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	23,27	7,790	7,796	8,309
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		7,790	7,796	8,309
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	24,28	(7,790)	(7,796)	(8,309)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(7,790)	(7,796)	(8,309)
Net increase/(decrease) in cash held	
Administered cash at beginning of financial year		63	78	78
Cash transfers from restructure	
Administered cash at end of financial year		63	78	78

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

1. 2009-10 Adjusted Budget reflects inclusion of the Queensland Health Shared Service Provider (QHSSP) into Queensland Health controlled.

Income statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

2. Increase in Service revenue is associated with increased depreciation funding, funding carried forward from 2008-09 for enterprise bargaining arrangements and Australian Government funded elective surgery. Funding has been provided for Pandemic (H1N1) 2009 and wage arrangements for non-Government organisations. The increase is offset by reduced funding as Australian Government funding for essential vaccines was lower than forecast, Commonwealth Dental Health Program funding was not realised and Queensland Health's contribution to whole-of-Government agreements for Microsoft enterprise licencing and Microsoft Premier Support.
3. Increase is due to the inclusion of revenue received from the Australian Government for the provision of high cost drugs. Greater than expected revenue was received from the Department of Veterans' Affairs and other State Governments to cover costs from providing services to patients normally resident in other states. Greater than expected revenue was also received through the Pharmaceutical Benefits Scheme (PBS).
4. Increase is due to Australian Government funded Transition Care Program and higher than expected revenue from other Government departments.
5. Decrease in other revenue as on-cost reimbursements for Annual Leave Central Scheme (ALCS) and Long Service Leave Central Scheme (LSLCS) will no longer be recognised as revenue and will be credited against expenditure.
6. Increase in employee expense is associated with additional recruitment, increased expenditure for new and existing initiatives and increases due to enterprise bargaining arrangements. The increase is offset by on-cost reimbursements for ALCS and LSLCS credited against salaries and wages.
7. Increase is associated with the purchase of supplies and services to support higher than forecast expenditure for existing and new initiatives.
8. Increase is due to higher than forecast expenditure for existing initiatives, additional expenditure to support new initiatives and wage arrangements for non-Government organisations.
9. Decrease in other expenses is due to lower than forecast sundry expenditure for existing and new initiatives.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

10. Increase in Service revenue is for More Beds for Hospitals, the James Cook University Dental School Clinical Training, Australian Government funded Specific Purpose Payments (SPP), mental health service delivery, enterprise bargaining arrangements, associated with increased depreciation funding, increased service revenue associated with the LSLCS and Australian Government funds for the National Health and Hospitals Network Elective Surgery, Emergency Departments and Sub-Acute Care.
11. Increase is due to the inclusion of revenue received from the Australian Government for the provision of high cost drugs. Greater than expected revenue was received from other State Governments to cover costs from providing services to patients normally resident in other states, the Department of Veterans' Affairs, and the PBS.
12. Increase is due to Australian Government funded Transition Care Program and higher than expected revenue from other Government departments.
13. Decrease in other revenue as on-cost reimbursements for both ALCS and LSLCS will be credited against expenditure.
14. Increase in employee expenses is associated with additional recruitment, increased expenditure for new and existing initiatives and increases due to enterprise bargaining arrangements. The increase is offset by on-cost reimbursements for ALCS and LSLCS credited against salaries and wages.
15. Increase is associated with the purchase of supplies and services to support health service delivery for new and existing initiatives.
16. Increased expense is due to grants supporting the provision of clinical facilities for the new James Cook University Dental School, increased grants for the Queensland Institute of Medical Research (QIMR) and increased funding and wage arrangements for non-Government organisations.
17. Depreciation expense increases with additional capital investment.
18. Other expenses increase is due to sundry expenditure for existing and new initiatives.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

19. Increase in Service revenue is due to More Beds for Hospitals, the James Cook University Dental School Clinical Training, Australian Government funded SPP, mental health service delivery, enterprise bargaining arrangements, associated with increased depreciation funding, increased service revenue associated with the LSLCS and Australian Government funds for the National Health and Hospitals Network Elective Surgery, Emergency Departments and Sub-Acute Care.
20. Increase in employee expenses is associated with wage arrangements under enterprise bargaining arrangements, additional recruitment and increased expenditure for new and existing initiatives.
21. Increase is associated with the purchase of supplies and services to support health service delivery for new and existing initiatives.
22. Increased expense is due to grants supporting the provision of clinical facilities for the James Cook University Dental School, increased grants for QIMR and increased funding and wage arrangements for non-Government organisations.
23. Depreciation expense increases with additional capital investment.

Statement of changes in equity

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

24. Decrease as a result of reduction in asset values due to the outcomes of comprehensive revaluations and a negative indexation factor applied to the remaining buildings that were not comprehensively revalued.
25. Decrease in Equity is due to capital project deferrals including Queensland Children's Hospital, Robina Hospital Expansion, Sunshine Coast Health Service District additional bed capacity, Mackay Base Hospital Redevelopment and other capital projects

26. Increase is due to transfer of buildings from Department of Employment, Economic Development and Innovation to Queensland Health at the Coopers Plains Food and Health Services Precinct.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

27. Increase reflects investment in the capital program including Gold Coast University Hospital, Queensland Children's Hospital, Mackay Base Hospital, Faster Emergency Care in our Hospitals, Translational Research Institute (TRI) and information and communication technology (ICT) Infrastructure.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

28. Increase is due to adjustments in asset values due to the outcomes of comprehensive revaluations and an expected positive indexation factor applied to the remaining buildings that were not comprehensively revalued.

29. Increase reflects investment in the capital program including Gold Coast University Hospital, Queensland Children's Hospital, Mackay Base Hospital, Faster Emergency Care in our Hospitals and TRI.

Balance sheet

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

30. Increase due to movements in accruals.

31. The 2008-09 closing balance was higher than the 2009-10 Budget. The variance is reflected in the 2009-10 Est. actual.

32. Increase is due to 2008-09 financial year closing inventory balance flowing through to 2009-10 Est. actual.

33. The 2008-09 closing balance was higher than the 2009-10 Budget. The variance is reflected in the 2009-10 Est. actual.

34. Increase is due to lease by CSIRO at Coopers Plains Food and Health Services Precinct.

35. Increase is due to investment by Government in TRI.

36. Reduction is due to deferrals in the capital program including Queensland Children's Hospital, Robina Hospital Expansion, Sunshine Coast Health Service District additional bed capacity, Mackay Base Hospital Redevelopment and other capital projects, as well as downward movement in valuation of buildings.

37. The 2008-09 closing balance was lower than the 2009-10 Budget. The variance is reflected in the 2009-10 Est. actual.

38. The 2008-09 closing balance was lower than the 2009-10 Budget. The variance is reflected in the 2009-10 Est. actual.

39. The decrease is due an adjustment for salaries and wages accrual, reduced from an accrual of 16 days in 2008-09 to an accrual of two days in 2009-10.

40. Increase is due to pre-payment of lease payments by the TRI.

41. Decrease reflects the deferral of equity related to the capital program.

42. Decrease is due to a reduction in the asset values due to outcomes of comprehensive revaluations and a negative indexation factor for remaining buildings that were not comprehensively revalued.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

43. Increase due to movements in accrual.

44. The 2008-09 closing balance was higher than the 2009-10 Budget. The variance is reflected in the 2009-10 Est. actual.

45. Increase is due to 2008-09 financial year closing inventory balance flowing through to 2009-10 and 2010-11.

46. Increase is due to lease by CSIRO at Coopers Plains Food and Health Services Precinct.

47. Increase is due to investment by Government in TRI.

48. Increase reflects investment in the capital program including Gold Coast University Hospital, Queensland Children's Hospital, Mackay Base Hospital, Faster Emergency Care in our Hospitals, TRI and expected upward movement in valuation of buildings.

49. Decrease is due to deferrals related to software development.

50. The 2008-09 closing balance was lower than the 2009-10 Budget. The variance is reflected in the 2009-10 Est. actual.

51. The decrease is due an adjustment for salaries and wages accrual, reduced from an accrual of 16 days in 2008-09 to an accrual of two days in 2009-10.

52. Increase is due to pre-payment of lease payments by the TRI.

53. Increase is due to reclassification of pre-paid lease payments by the TRI from current to non-recurrent.

54. Increase reflects investment in the capital program including Gold Coast University Hospital, Queensland Children's Hospital, Mackay Base Hospital, Faster Emergency Care in our Hospitals and TRI.

55. Decrease is due reduction in asset values due to the outcomes of comprehensive revaluations and a negative indexation factor for remaining buildings that were not comprehensively re-valued.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

56. The increase in cash is due to operating activities.

57. Increase is due to investment by government in TRI.

58. Increase reflects investment in the capital program including Gold Coast University Hospital, Queensland Children's Hospital, Mackay Base Hospital, Faster Emergency Care in our Hospitals, TRI and expected upward movement in valuation of buildings.

59. Increase is due to expected increase in software development.

60. The 2008-09 closing balance was higher than the 2009-10 Budget. The variance is reflected in the 2009-10 Est. actual.

61. Increase is due to pre-payment of lease payments by the TRI.

62. Increase is due to reclassification of pre-paid lease payments by the TRI from current to non-current.

63. Increase reflects investment in the capital program including Gold Coast University Hospital, Queensland Children's Hospital, Mackay Base Hospital, Faster Emergency Care in our Hospitals, TRI and ICT Infrastructure.

64. Increase is due to expected upward movement in comprehensive revaluation and an expected positive indexation figure for remaining buildings.

Cash flow statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

65. Increase in Service receipts is associated with increased depreciation funding, funding carried forward from 2008-09 for enterprise bargaining arrangements and Australian Government funded elective surgery. Funding has been provided for Pandemic (H1N1) 2009 and wage arrangements for non-Government organisations. The increase is offset by reduced funding as Australian Government funding for essential vaccines was lower than forecast, Commonwealth Dental Health

Program funding was not realised and Queensland Health's contribution to whole-of-Government agreements for Microsoft enterprise licencing and Microsoft Premier Support.

66. Increase is due to the inclusion of revenue received from the Australian Government for the provision of high cost drugs. Greater than expected revenue was received from the Department of Veterans' Affairs and other State Governments to cover costs from providing services to patients normally resident in other states. Greater than expected revenue was also received through the PBS.
67. Increase is due to Australian Government funded Transition Care Program and higher than expected inflows from other Government departments.
68. Decrease in other revenue as on-cost reimbursements for ALCS and LSLCS will no longer be recognised as revenue and will be credited against expenditure.
69. The increased outflow in salary and wages is due to there being a 27th fortnight pay day in 2009-10.
70. Increase is associated with the purchase of supplies and services to support higher than forecast expenditure for existing and new initiatives.
71. Increase is due to higher than forecast expenditure for existing initiatives, additional expenditure to support new initiatives and wage arrangements for non-Government organisations.
72. Lower than forecast sundry expenses for existing and new initiatives.
73. Increase due to sale of several properties.
74. Reduction due to deferrals for property, plant and equipment associated with Queensland Children's Hospital, Robina Hospital Expansion, Sunshine Coast Health Service District additional bed capacity, Mackay Base Hospital Redevelopment and other capital projects.
75. Decrease in Intangibles due to deferrals related to software development.
76. Increase due to investment by Government in TRI.
77. Increase due to pre-payment of lease payments by the TRI.
78. Reduction due to deferrals in the capital program including Queensland Children's Hospital, Robina Hospital Expansion, Sunshine Coast Health Service District additional bed capacity, Mackay Base Hospital Redevelopment and other projects.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

79. The increase in Service receipts is for More Beds for Hospitals, the James Cook University Dental School Clinical Training, Australian Government funded Specific Purpose Payments (SPP), mental health service delivery, enterprise bargaining arrangements, increased depreciation funding, increased costs associated with the LSLCS and Australian Government funds for the National Health and Hospitals Network Elective Surgery, Emergency Departments and Sub-Acute Care.
80. Increase is due to the inclusion of revenue received from the Australian Government for the provision of high cost drugs. Greater than expected revenue was received from other State Governments to cover costs from providing services to patients normally resident in other states, the Department of Veterans' Affairs, and the PBS.
81. Increase is due to Australian Government funded Transition Care Program and higher than expected revenue from other Government departments.
82. Decrease in other revenue as on-cost reimbursements for ALCS and LSLCS will no longer be recognised as revenue and will be credited against expenditure.
83. Increase in Employee costs is associated with additional recruitment, increased costs for new and existing initiatives and increased expenditure for enterprise bargaining arrangements. The increase is offset by on-cost reimbursements for ALCS and LSLCS credited against salaries and wages.
84. Increase is associated with the purchase of supplies and services to support health service delivery for new and existing initiatives.
85. Increased expense due to grants supporting the provision of clinical facilities for the new James Cook University Dental School, increased grants for QIMR and increased funding and wage arrangements for non-Government organisations.
86. Other expenses increase is due to sundry expenditure for existing and new initiatives.
87. Increase reflects investment in the capital program including Gold Coast University Hospital, Queensland Children's Hospital, Mackay Base Hospital, Faster Emergency Care in our Hospitals, and TRI.
88. Decrease in Intangibles due to deferrals related to software development.
89. Increase due to investment by Government in TRI.
90. Increase due to pre-payment of lease payments by the TRI.
91. Increase reflects investment in the capital program including Gold Coast University Hospital, Queensland Children's Hospital, Mackay Base Hospital, Faster Emergency Care in our Hospitals, and TRI.
92. Increase in Equity withdrawal due to the return of cash for depreciation funding.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

93. Increase in Service receipts is due to More Beds for Hospitals, the James Cook University Dental School Clinical Training, Australian Government funded SPP, mental health service delivery, enterprise bargaining arrangements, increased depreciation funding, increased costs associated with the LSLCS and Australian Government funds for the National Health and Hospitals Network Elective Surgery, Emergency Departments and Sub-Acute Care.
94. Increase is associated with wage arrangements under enterprise bargaining arrangements, additional recruitment and costs for new and existing initiatives.
95. Increased expenditure associated with the purchasing of supplies and services to support health service delivery.
96. Increase is due to grants supporting the provision of clinical facilities for the James Cook University Dental School, increased grants for QIMR and increased funding and wage arrangements for non-Government organisations.
97. Increase reflects investment in the capital program including Gold Coast University Hospital, Queensland Children's Hospital, Mackay Base Hospital, Faster Emergency Care in our Hospitals, and TRI.
98. Decrease in Intangibles due to deferrals related to software development.
99. Increase due to investment by Government in TRI.
100. Increase due to pre-payment of lease payments by the TRI.
101. Increase reflects investment in the capital program including Gold Coast University Hospital, Queensland Children's Hospital, Mackay Base Hospital, Faster Emergency Care in our Hospitals, and TRI.
102. Increase in Equity Withdrawal due to the return of cash for depreciation funding.

Administered income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Increase is due to funding provided for the Health Quality and Complaints Commission (HQCC) for wage increases under the enterprise bargaining framework.
2. Increase is due to on-payment of funding from the State Government by a grant to the HQCC for wage increases.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

3. Increase is due to funding provided for the HQCC for wage increases under the enterprise bargaining framework.
4. Increase is due to on-payment of funding from the Government by a grant to the HQCC for wage increases.
5. Decrease in interest associated with borrowings from Queensland Treasury Corporation (QTC) for the public component of the Mater Hospital redevelopment.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

6. Increase is due to funding provided for HQCC for wage increases under the enterprise bargaining framework.
7. Increase is due to on-payment of funding from the Government by a grant to the HQCC for wage increases.
8. Decrease in interest associated with the borrowings from QTC for the public component of the Mater Hospital redevelopment.

Administered balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

9. Increase reflects the transfer from non-current of the current receivable portion of the loan for the Mater Hospital for the redevelopment of the public hospital component.
10. Decrease reflects the transfer from non-current of the current receivable portion of the loan for the Mater Hospital for the redevelopment of the public hospital component.
11. Increase reflects the transfer from non-current of the current payable portion of the borrowings to QTC for the Mater Hospital redevelopment loan.
12. Decrease due to the transfer from non-current of the current payable portion of the borrowings to QTC for the Mater Hospital redevelopment loan.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

13. Increase reflects the transfer from non-current of the current receivable portion of the loan for the Mater Hospital for the redevelopment of the public hospital component.
14. Decrease reflects the repayment of the advance to the Mater Hospital with the repayment funded by Government and the transfer from non-current of the current receivable portion of the advance to the Mater Hospital.
15. Increase reflects the transfer from non-current of the current payable portion of the borrowings to QTC for the Mater Hospital redevelopment loan.
16. Decrease reflects the repayment of the borrowings to QTC for the Mater Hospital redevelopment loan and the transfer from non-current of the current payable portion of the borrowings to QTC.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

17. Decrease reflects the repayment of advance to the Mater Hospital.
18. Decrease reflects the repayment of borrowings to QTC of Mater Hospital redevelopment.

Administered cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

19. Increase due to HQCC wage increases under the enterprise bargaining framework.
20. Increase due to grant associated with the HQCC wage increases under the enterprise bargaining framework.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

21. Increase due to HQCC wage increases under the enterprise bargaining framework.
22. Increase due to grant associated with the HQCC wage increases under the enterprise bargaining framework.
23. Increase due to full year repayment from Mater for advance of borrowings from QTC for funding the public component of the Mater Hospital redevelopment.
24. Increase due to repayments for loan from QTC for the Mater Hospital redevelopment.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

25. Increase due to HQCC wage increases under the enterprise bargaining framework.
26. Increase due to grant associated with the HQCC wage increases under the enterprise bargaining framework.
27. Increase due to full year repayment from Mater for advance of borrowings from QTC for funding the public component of the Mater Hospital redevelopment.
28. Increase due to Repayments for loan from QTC for the Mater Hospital redevelopment.

Statutory Bodies

Queensland Institute of Medical Research

Overview

Established under the *Queensland Institute of Medical Research Act (1945)* as a statutory body, the Queensland Institute of Medical Research (QIMR) is one of the largest medical research organisations in the southern hemisphere, globally recognised for the quality of its research. QIMR conducts medical research with an emphasis on a translational approach through QGen, QIMR's manufacturing facility for cell therapy. QIMR conducts medical research that aligns with the Government's *Smart State Strategy 2005–2015* and *Toward Q2: Tomorrow's Queensland* ambitions of *Healthy – Making Queenslanders Australia's healthiest people* and *Strong – Creating a diverse economy powered by bright ideas*. This is evident by the research undertaken by QIMR within the following research divisions and programs:

- Infectious Diseases
- Immunology
- Cancer and Cell Biology
- Human Genetics and Population Health
- Indigenous Health Research Program
- Mental Health Unit

The QIMR Trust was established to receive, manage and invest donations and bequests to QIMR in order to support QIMR research activities.

In 2010-11, QIMR will receive funding of \$14 million from the Government, an increase of \$7.8 million from 2009-10. In addition the QIMR Trust will contribute \$4.4 million, to fund QIMR research activities. These grants enable QIMR to successfully bid for competitive peer-reviewed medical research grants. The two largest funders of research to QIMR are the National Health and Medical Research Council Australia (NHMRC) and the National Institutes of Health (USA). QIMR also receives significant funding from other bodies such as the Cancer Council Queensland and the Leukaemia Foundation of Queensland.

QIMR has partnerships in the Cooperative Research Centre (CRC) for Aboriginal Health, the Australian Centre for International and Tropical Health, the Griffith Medical Research College, the Australian Centre for Vaccine Development, the Queensland Tropical Health Alliance and participation in start up companies.

QIMR's current activities include:

- researching the causes and mechanisms of cancer and common diseases, including those which particularly affect Queenslanders (skin cancer, dengue fever, etc)
- researching diseases of the third world such as malaria, schistosomiasis, dengue fever and leishmaniasis
- maintaining the Indigenous Health Research Program which conducts research in the areas of respiratory diseases, cancer, healthy skin, diabetes, rheumatic fever, dementia and heart disease
- establishing further translational medicine programs that enable the preparation and testing of new experimental therapies and vaccines
- leading world-class research and encouraging innovation
- establishing medical research collaborations within Queensland, Australia and overseas
- the establishment of Indigenous education programs to encourage students to pursue a career in Indigenous research in the fields of health or science

- accommodating more than 100 full-time and part-time PhD and honours students from Queensland universities
- hosting approximately 105 visiting scientists from Australia and overseas
- staffing of QIMR with 440 full-time equivalents at present
- establishing a Mental Health Division.

REVIEW OF PERFORMANCE

Recent achievements

QIMR's recent achievements include:

- clinical trials for a vaccine to combat the Group A Streptococcus (GAS) bacteria
- donor antigen presenting cells found to cause graft versus host disease in bone marrow transplantation patients
- the genetic risk of schizophrenia found to be the result of thousands of common genetic variations common to schizophrenia and bipolar disorder
- identification of four new arboviruses from Antarctica
- mapping the major chromosomes of *Giardia duodenali*; a common parasite that is often contracted from untreated water sources causing diarrhoea and vomiting
- mapping of the genome of *Schistosoma japonicum*; the first flatworm to be mapped
- mitigating dengue risk in areas in southern Vietnam through the use of community based, biological control interventions to control the number of dengue spreading mosquito larvae
- showed that the bacteria Wolbachia effectively shortens the life cycle of the mosquito *Aedes aegypti*, preventing it from spreading dengue fever
- the identification of elevated serum hyaluronic acid levels as a new diagnostic marker for the detection of cirrhosis in patients with haemochromatosis, removing the need for liver biopsy in 60% of patients.

Future developments

Future developments for QIMR include:

- the construction of the QIMR Smart State Medical Research Centre (SSMRC) which will be occupied by approximately 400 scientists who will conduct research into mental health, biosecurity, bioinformatics, epigenetics, tropical health and high school research
- the expansion of the newly formed Mental Health Division which seeks to understand the causes of a range of major mental illnesses, including schizophrenia, bipolar and depression in order to improve detection and treatment
- in partnership with Q-Pharm Pty Ltd, QIMR is completing human trials to test potential new anti-malaria drugs
- the Older Australian Twins Study which aims to find out what influences memory and thinking as people age, in order to develop new approaches to slow the ageing process as well as prevent age-related decline in function and age-related diseases such as Alzheimer's disease
- manufacturing cellular vaccine for Phase I Immunotherapy clinical trials.

INCOME STATEMENT

Queensland Institute of Medical Research	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges		6,420	5,372	5,100
Grants and other contributions	1,4	80,034	73,588	140,826
Other revenue		5,175	6,901	8,019
Gains on sale/revaluation of property, plant and equipment and investments	2,5	1,859	7,966	..
Total income		93,488	93,827	153,945
Expenses				
Employee expenses		42,002	41,893	42,905
Supplies and services	3,6	27,865	24,377	27,198
Grants and subsidies	
Depreciation and amortisation		5,961	5,277	5,458
Finance/borrowing costs	
Other expenses		1,713	1,295	1,548
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		77,541	72,842	77,109
OPERATING SURPLUS/(DEFICIT)		15,947	20,985	76,836

STATEMENT OF CHANGES IN EQUITY

Queensland Institute of Medical Research	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		3,319	895	904
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		3,319	895	904
Surplus/(deficit) for the period		15,947	20,985	76,836
Total recognised income and expense for the period		19,266	21,880	77,740
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		19,266	21,880	77,740

BALANCE SHEET

Queensland Institute of Medical Research	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		36,084	67,698	81,428
Receivables	9	14,443	6,837	6,837
Inventories		264	276	276
Other		228	666	800
Non-financial assets held for sale	
Total current assets		51,019	75,477	89,341
NON-CURRENT ASSETS				
Receivables	
Other financial assets		77,666	75,698	79,374
Property, plant and equipment	7,10	153,336	139,321	209,718
Other		..	619	619
Total non-current assets		231,002	215,638	289,711
TOTAL ASSETS		282,021	291,115	379,052
CURRENT LIABILITIES				
Payables	8,11	65,802	79,826	90,023
Accrued employee benefits		2,131	1,155	1,155
Interest-bearing liabilities and derivatives		29	21	21
Provisions		121	121	121
Other	
Total current liabilities		68,083	81,123	91,320
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		630	786	786
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		630	786	786
TOTAL LIABILITIES		68,713	81,909	92,106
NET ASSETS/(LIABILITIES)		213,308	209,206	286,946
EQUITY				
Capital/contributed equity	
Retained surplus/(accumulated deficit)	12	161,330	162,414	239,250
Reserves:				
- Asset revaluation reserve		51,978	46,792	47,696
- Other (specify)	
TOTAL EQUITY		213,308	209,206	286,946

CASH FLOW STATEMENT

Queensland Institute of Medical Research	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		6,410	5,231	5,100
Grants and other contributions	14,16	80,034	74,351	140,826
Interest received		..	1,429	1,374
Other		5,093	5,624	6,645
Outflows:				
Employee costs		(41,942)	(42,089)	(42,905)
Supplies and services		(27,865)	(26,859)	(27,332)
Grants and subsidies	15,18	(9,468)	(5,495)	10,197
Borrowing costs	
Other		(1,712)	391	(1,548)
Net cash provided by/(used in) operating activities		10,550	12,583	92,357
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		..	11	..
Investments redeemed	13	..	13,800	..
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	17	(24,896)	(22,217)	(74,951)
Payments for investments		(233)	(2,611)	(3,676)
Loans and advances made	
Net cash provided by/(used in) investing activities		(25,129)	(11,017)	(78,627)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings		..	1	..
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		..	1	..
Net increase/(decrease) in cash held		(14,579)	1,567	13,730
Cash at the beginning of financial year		50,663	66,131	67,698
Cash transfers from restructure	
Cash at the end of financial year		36,084	67,698	81,428

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Income recognised for grants received for the construction of the Smart State Medical Research Centre (SSMRC). SSMRC est. budget for 2009-10 financial year less that budgeted due to delay to the work schedule caused by longer than expected demolition work and final contracts coming in under budget.
2. Gain in market value of managed fund investments greater than the 2% growth assumed in the Budget.
3. Decreases in supplies and services as the number of grants awarded and the associated expenditure was lower than estimated.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

4. Increase in 2010-11 Estimate relate to estimated expenditure for SSMRC (\$73.9 million) and a \$7.8 million increase from the State Government.
5. Conservative budget assumption of zero market growth of managed funds, compared with returns achieved in 2009-10.
6. Increase due to additional consultant's fees associated with a planned Endowment Fundraising Campaign.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

7. Decrease in property plant and equipment due to deferred expenditure for the SSMRC (\$5.3M in 2008-09 and \$3.6M in 2009-10). Building revaluation zero in 2008-09 compared to budget assumption of 3%, offset by reduced depreciation on buildings due to change in useful life.
8. Deferral of expenditure on SSMRC resulted in unexpended Grant funds that were budgeted to be spent in 2008-09 and 2009-10. Expenditure of research grant funds less than income received from granting bodies (\$3.5M in 2008-09).
9. Decrease in receivables due to additional resources employed to reduce outstanding debtors and the receipt of National Health and Medical Research Council (NHMRC) Independent Research Institutes Infrastructure Support Scheme (IRIISS) funds budgeted to be received at the beginning of 2009-10 were received prior to end of the 2008-09 financial year.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

10. Increase in property plant and equipment due to the ramp up of 2010-11 estimated expenditure of the SSMRC (\$73.9 million).
11. A total of \$80.5 million of funding for SSMRC expected to be received during 2010-11, plus earnings on funds invested \$3.6 million, less expenditure of \$73.9 million.
12. Increases in retained surplus relate to the 2010-11 estimated expenditure of the SSMRC (\$73.9M) and additional funding from State Government.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

13. Redemption of managed fund investments to cover core operating costs and SSMRC construction costs.
14. Decrease in grants and other contributions due to income recognised for grants received for the construction of the SSMRC. Construction costs in the 2009-10 financial year was less than budgeted due to delay to the work schedule caused by longer than expected demolition work and final contracts coming in under budget. Expenditure of research grant funds lower than budget.
15. Increase in grants and subsidies resulting from unexpended funds for SSMRC. As expenditure has been lower than Budget, decrease in unexpended funds has been lower than Budget.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

16. Increase in grants and other contributions as the expenditure for SSMRC is expected to ramp up in 2010-11 (\$73.9 million) and additional funding from State Government.
17. 2010-11 estimated expenditure for the SSMRC is \$73.9 million in 2010-11.
18. Increase in grants and subsidies due to unexpended funds for SSMRC. In 2009-10 expenditure on SSMRC project will be greater than grant funds received. In 2010-11 grant funds received will be greater than expenditure, resulting in an increase in unexpended grants balance.

Health Quality and Complaints Commission

OVERVIEW

The Health Quality and Complaints Commission (HQCC) is an independent statutory body established under the *Health Quality and Complaints Commission Act (2006)* to monitor, review and report on the quality of health services; recommend action to improve the quality of health services; manage healthcare complaints and investigations; help consumers and providers to resolve complaints; and preserve and promote health rights.

The HQCC contributes to the Government's *Towards Q2: Tomorrow's Queensland Healthy* ambition – *Making Queenslanders Australia's healthiest people*.

The HQCC continues to develop an early warning system for healthcare in Queensland by analysing its unique data about providers - complaints and investigations, standards compliance reports, and Root Cause Analysis reports. For the first time, this data has been brought together and risk rated to create prototype profiles for Queensland's 227 acute hospitals and day surgeries. These profiles will be verified and shared with local healthcare facilities to identify local and systemic priorities for action. The HQCC will work with stakeholders to facilitate early intervention strategies to prevent patient harm, improve service quality and mitigate risk.

The 2010-11 estimated full-time equivalent (FTE) positions are 69.2 FTE (permanent) and 6.7 FTE (temporary).

REVIEW OF PERFORMANCE

Recent achievements

HQCC's recent achievements include:

- managed 1,689 healthcare complaints and 1,768 enquiries between 1 July 2009 and 31 March 2010
- reduced the complaint management timeframes to meet legislated deadlines
- commenced monitoring healthcare provider implementation of investigation recommendations to ensure identified issues have been remedied. As at 31 March 2010, providers had implemented 66% of all recommendations made by the HQCC
- monitored and reported on acute hospital and day surgery compliance with the HQCC's healthcare standards. The HQCC is currently finalising the review and developing impact assessment statements with a view to launching the revised standards on 1 July 2010
- the introduction of a new web-based Standards Reporting Tool for healthcare providers
- the drafting of an online strategy to support the HQCC's early warning system and the development of prototype profiles for acute hospitals and day surgeries.

Future developments

The HQCC is committed to:

- the ongoing development of early warning system prototype profiles at the individual, facility and system levels
- continuing the full review of the HQCC's healthcare standards.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of enquiries and complaints closed	1	New measure	4,300	4,300
Number of conciliations closed	2	New measure	140	140
Number of investigations closed	3,4	50	60	50
% of health service providers reporting against standards (hospital and day surgery units)		100%	100%	100%
% of complaints in early resolution closed within 30 days	5	New measure	99%	100%
% of complaints in assessment closed within 90 days	5	New measure	85%	100%
% of investigations closed within 12 months	3,6	70%	60%	70%
% of complaints in conciliation closed within 12 months	7	New measure	50%	75%
State contribution (\$'000)		8,570	9,217	9,598
Other revenue (\$'000)		200	245	245
Total cost (\$'000)		8,770	9,462	9,843

Notes:

- Two previous standards have been combined to form the one measure.
- Conciliations were not previously reported. It has been determined that it is appropriate to report conciliations separately.
- The title of the service standard has been amended to 'investigations closed' from 'investigations finalised' as investigations may be closed for a number of reasons outside of the control of the HQCC so it is a more accurate measure.
- The 2009-10 Est. actual is higher than anticipated as additional resources were utilised to clear backlogs and to assist with investigations.
- Actual is lower than anticipated however improved process methodologies have been adopted that will make reaching the Target more achievable in 2010-11.
- The 2009-10 Est. actual is lower than anticipated as resources were allocated to clear a backlog in Investigations which has skewed this result.
- Actual is lower than anticipated due to a change in conciliation process which is currently under review by the Commission.

INCOME STATEMENT

Health Quality Complaints Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	
Grants and other contributions	1,5,8	8,570	9,217	9,598
Other revenue		200	245	245
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		8,770	9,462	9,843
Expenses				
Employee expenses	2,6,9	5,994	7,035	7,290
Supplies and services	3,7	2,648	2,019	2,095
Grants and subsidies	
Depreciation and amortisation	4	100	380	430
Finance/borrowing costs	
Other expenses		28	28	28
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		8,770	9,462	9,843
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Health Quality Complaints Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period	

BALANCE SHEET

Health Quality Complaints Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	10,12,14	2,540	1,489	1,919
Receivables		88	239	239
Other financial assets	
Inventories	
Other		12	39	39
Non-financial assets held for sale	
Total current assets		2,640	1,767	2,197
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	11,13,15	225	2,035	1,685
Intangibles		576	648	568
Other	
Total non-current assets		801	2,683	2,253
TOTAL ASSETS		3,441	4,450	4,450
CURRENT LIABILITIES				
Payables		600	803	803
Accrued employee benefits		440	769	769
Interest-bearing liabilities and derivatives	
Provisions	
Other		..	139	139
Total current liabilities		1,040	1,711	1,711
NON-CURRENT LIABILITIES				
Payables		198	124	124
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other		..	1,198	1,198
Total non-current liabilities		198	1,322	1,322
TOTAL LIABILITIES		1,238	3,033	3,033
NET ASSETS/(LIABILITIES)		2,203	1,417	1,417
EQUITY				
Capital/contributed equity		1,619	1,417	1,417
Retained surplus/(accumulated deficit)		584
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		2,203	1,417	1,417

CASH FLOW STATEMENT

Health Quality Complaints Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	
Grants and other contributions	16,20,23	8,570	9,217	9,598
Other		200	245	245
Outflows:				
Employee costs	17,21	(5,994)	(7,035)	(7,290)
Supplies and services	18,22	(2,648)	(2,019)	(2,095)
Grants and subsidies	
Borrowing costs	
Other		(28)	(28)	(28)
Net cash provided by/(used in) operating activities	19	100	380	430
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		100	380	430
Cash at the beginning of financial year		2,440	1,109	1,489
Cash transfers from restructure	
Cash at the end of financial year		2,540	1,489	1,919

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Increase due to the effect of the enterprise bargaining funding.
2. Increase due to increase in additional staff to develop an early warning system for healthcare in Queensland.
3. Decrease in supplies and services estimate due to the reduction in agency temporary staff.
4. Increase in depreciation estimate due to a change in methodology from Diminishing Value to Straight Line requested by Queensland Audit Office.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

5. Increase due to the effect of enterprise bargaining funding.
6. Increase in employee expenses due to increase in additional temporary staff to develop an early warning system for healthcare in Queensland.
7. Decrease in supplies and services estimate due to the reduction in agency temporary staff.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

8. Increase due to the effect of the enterprise bargaining funding.
9. Increase in employee expenses due to enterprise bargaining arrangements.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

10. The decrease reflects the 2008-09 closing balance which was not included in the 2009-10 Budget. Variance has been reflected in the 2009-10 Est. actual.
11. The increase in property, plant and equipment is due to systems development.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

12. The decrease reflects the 2008-09 closing balance which was not included in the 2009-10 Budget. The variance has been reflected in the 2010-11 Estimate.
13. The increase in property, plant and equipment is due to systems development.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

14. Increase due to the effect of enterprise bargaining funding.
15. Reduction in property, plant and equipment relates to the one off systems development.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

16. Increase due to the effect of enterprise bargaining funding.
17. Increase in employee expenses due to increase in additional staff to develop an early warning system for healthcare in Queensland.
18. Decrease in supplies and services estimate due to the reduction in agency temporary staff.
19. Increase in Depreciation Estimate due to a change in methodology from Diminishing Value to Straight Line requested by Queensland Audit Office.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. Increase due to the effect of enterprise bargaining funding transfers.
21. Increase in employee expenses due to increase in additional staff develop an early warning system for healthcare in Queensland.
22. Decrease in supplies and services estimate due to the reduction in temporary staff.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

23. Increase due to the effect of enterprise bargaining funding transfers.

PART 18

Department of Environment and Resource Management

Summary of departmental portfolio budgets

Page	Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
3-156	Department of Environment and Resource Management – controlled	914,586	996,459	965,487
	Department of Environment and Resource Management – administered	36,496	69,364	45,791
3-181	Queensland Water Commission	28,166	22,119	24,407

Note:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Minister for Natural Resources, Mines and Energy and Minister for Trade and the Minister for Climate Change and Sustainability are responsible for the functions of the Department of Environment and Resource Management (DERM). The Minister for Natural Resources, Mines and Energy and Minister for Trade is also responsible for the functions of the Queensland Water Commission.

STRATEGIC ISSUES

The department conserves, protects and manages the State's environment and natural resources for the benefit of all Queenslanders. The department's main areas of focus are: preparing Queensland to meet the challenge of climate change; protecting and enhancing Queensland's natural environment and cultural heritage; securing water for Queensland's future; managing Queensland's land responsibly and developing and administering a streamlined regulatory framework for environmental protection, land use planning and natural resource use.

The department supports and participates in the Government's plan for the future - *Toward Q2: Tomorrow's Queensland*. In particular the department:

- leads on the Green target: *Cut Queenslanders' carbon footprint by one third with reduced car and electricity use*. DERM contributes to this target through the achievements of the Climate Smart Home Service and development of waste management strategies and programs
- contributes to the Green target: *Protect 50 per cent more land for nature conservation and public recreation* by securing land for new areas of national park and acquiring land of high conservation value for use as nature refuges
- contributes to the Strong target: *Queensland is Australia's strongest economy, with infrastructure that anticipates growth*, in particular planning for the delivery of safe, reliable, fit-for-purpose, cost-effective and sustainable water supplies across Queensland
- contributes to the Strong target: *50 per cent increase in the proportion of Queensland businesses that undertake research and development or innovation* through collaborative initiatives aimed at improving industry environmental performance and encouraging sustainable use of natural resources
- contributes to the Fair target: *Increase the proportion of Queenslanders involved in their communities as volunteers by 50 per cent*. DERM provides information and resources to support volunteers including in national parks and through the Green Nomads environmental volunteering placement program.

In the coming years the following factors will continue to impact on the department's operating environment:

- service delivery expectations and preferences of the department's clients and stakeholders
- an ageing and increasingly mobile workforce across Queensland and increasing competition with other employment sectors to attract, develop and retain staff with the critical skills needed to meet service delivery priorities
- the need to manage community wide risks associated with all aspects of climate change, including mitigation and adaptation
- significant new industrial development, particularly, in the liquefied natural gas and mining sectors

- continuing population growth in coastal regions and in South-East Queensland in particular will bring potential competition between urban, rural, industrial, agricultural, recreation and conservation uses of limited natural resources and the need to take whole of landscape/catchment approaches to planning
- national policies, strategies and initiatives relating to natural resource usage, including the National Water Initiative, the Healthy Headwaters program for the Murray-Darling basin and the National Strategy for the Conservation of Australia's Biological Diversity.

Our departmental objectives, as listed in our strategic plan, are:

- client needs are understood and met
- Queensland is prepared for climate change
- healthy, protected and bio-diverse ecosystems
- well managed natural resources
- Indigenous land access and ownership is improved and Queensland's cultural heritage is conserved.

2010-11 HIGHLIGHTS

- The Government will provide additional funding of \$7 million over five years including \$1.4 million in 2010-11, to expand the Wild River Rangers program which aims to care for Queensland's world class wild rivers, to employ Indigenous rangers, and to mentor and deliver accredited training. The Wild River Rangers program currently employs 27 rangers, this additional funding will see an additional 10 rangers employed in 2010-11 and will provide ongoing support for 40 rangers for four years from 2011-12.
- The Government will provide additional funding of \$15.9 million for 2010-11 to implement the new industry focussed waste reform agenda to avoid waste generation and improve resource efficiency and recovery, and to reduce the climate change impacts of waste. The reforms include significant funding for direct assistance to businesses to recycle; enforcement to prevent illegal dumping and new infrastructure to improve waste management.
- The Industry Waste Levy will apply from 2011-12 to industrial, commercial, construction and demolition waste taken to landfill in designated areas. The estimated revenue from the levy over four years is \$379 million. This will be allocated to three funds:
 - Waste Avoidance and Resource Efficiency Fund - \$159 million;
 - Local Government Sustainable Future Fund - \$120 million; and
 - Q2 environmental fund - \$100 million.
- The Government will provide \$55.9 million over five years from 2010-11 to build on the \$5.8 million provided in 2009-10 for programs to acquire and manage lands in order to advance the Government's *Toward Q2: Tomorrow's Queensland* Green target of increasing national park to 7.5% of the State by 2020.
- The Government will provide increased funding of \$45.5 million over five years from 2010-11 with a focus on habitat restoration, to continue to deliver the Queensland Government's Koala Response Strategy and also to help to contribute to the Government's Q2 target for increased Greenspace areas.
- The Government will provide additional funding of \$3.5 million over three years commencing in 2010-11 to support the Government's election commitment to carry out engagement and research to progress a declaration for an Area of International Conservation Significance and World Heritage nomination for Cape York Peninsula.

- The Government will provide increased funding of \$2.8 million over five years commencing 2010-11 to continue the National Packaging Covenant initiative. The Covenant is designed to minimise the environmental impacts arising from the disposal of used packaging, conserve resources through better design and production processes and facilitate the re-use and recycling of used packaging materials.
- The Government will provide total funding of \$15 million over 5 years from 2010-11 including an additional \$8.4 million to extend the Nature Assist Program. This program offers financial incentives to landholders for conservation-focussed management on the lands they manage, providing the land is secured by a legally binding nature refuge agreement.
- The implementation of the *Great Barrier Reef Water Quality Protection Plan 2009* will continue under a five year, \$50 million program which commenced in 2009-10.
- The transfer of river improvement trusts to local governments and the transfer of category 2 water authorities to the most appropriate institutional arrangements will continue to be supported with additional funding under a four year, \$1.8 million program which commenced in 2009-10.
- The implementation of new laws to protect high value native regrowth vegetation from clearing will continue under a two year \$3.2 million program which commenced in 2009-10.
- Continuing the three year program to adopt and implement a “site valuation” methodology in Queensland for non-rural land will continue in 2010-11. This program, which commenced in 2009-10, received \$7.1 million, including \$1.9 million capital funding.
- Proposed amendments to the Environmental Protection Regulation, informed by consultation with key stakeholders on departmental conduct of environmental impact statements, will increase the department’s capacity to assess the environmental implications and mitigation measures of proposed major mining, gas and petroleum projects in a timely manner.
- The department will continue to lead and coordinate State-wide initiatives to achieve the Government’s *Toward Q2: Tomorrow’s Queensland 2020* Green target to cut by one third Queenslanders’ carbon footprint with reduced car and electricity use and waste to landfill.
- The Government, through the Queensland Climate Change Centre of Excellence, will release the latest climate projections for Queensland and assessments of climate change impacts for use by key Queensland sectors in a report titled *What the Science is Telling Us*.
- The Government and Local Government Association of Queensland will deliver an improved methodology for assessing inland flooding risks which takes account of climate change, as part of a project to improve Queensland’s resilience to future inland flood events.

RECENT ACHIEVEMENTS

- In the first year of the Government’s *Toward Q2: Tomorrow’s Queensland 2020* Green target – *Cut Queenslanders’ carbon footprint by one third with reduced car and electricity use*, the average household carbon footprint dropped by 4.9%. Current programs to reduce household emissions include the ClimateSmart Home Service, which was provided to over 100,000 households in 2009-10. This service has an estimated average annual reduction in electricity related greenhouse emissions of up to 2.2 tonnes annually per household.

- The department has continued to contribute to the achievement of the Government's *Toward Q2: Tomorrow's Queensland 2020 Green target Protect 50 per cent more land for nature conservation and public recreation*. As at 7 May 2010, there were 8,124,878 hectares of National Park in Queensland. This represents 4.7% of the State and is an increase of 164,538 hectares since June 2009.
- The department has also significantly expanded the total area of nature refuges in Queensland. As at 12 May 2010, the total area of all nature refuges was over 1,700,000 hectares, or the equivalent of 1% of the total area of Queensland.
- The department has lead implementation of the Government's new climate change strategy, *ClimateQ*, with four of the 39 new initiatives having been completed or integrated into agencies' core business since the initiative was launched in August 2009. A further 32 initiatives have commenced and are progressing to schedule. Key *ClimateQ* milestones, funded by the Queensland Climate Change Fund, which were achieved in 2009-10 include:
 - finalising \$2.1 million worth of grant agreements with seven rural industries under the Rural Water Use Efficiency initiative. The fourth generation of this initiative is assisting landholders to prepare their irrigation systems for climate change and improve water use efficiency;
 - collaborating with the Department of Community Safety to deliver emergency response vehicles and safety equipment under the Supporting our Heroes program, and develop a draft *Evacuation Framework for Queensland Coastal Communities* under the Disaster Preparedness in Vulnerable Communities program; and
 - collaborating with the Department of Employment, Economic Development and Innovation and key industry stakeholders to design the ClimateSmart Business Service, designed to help small to medium sized businesses reduce energy, carbon emissions and business costs.
- The Government provided additional funding of \$1 million in 2009-10 for a program which has enhanced fire management for parks, forests and State managed lands across the State. Through mitigation of wildfire threats and improving wildfire response capability this program aims to improve both community safety and environmental protection.
- The department introduced a new regulatory model to improve reef resilience and to reduce water pollution from nutrients, sediment and pesticides entering the Reef under the *Great Barrier Reef Protection Amendment Act 2009*, which commenced operation on 1 January 2010. This is the first in a series of nine actions to be lead by DERM, under the *Great Barrier Reef Water Quality Protection Plan 2009*, over the next five years.
- The Government introduced new legislation to require all agricultural earthworks within 500 metres of a freshwater wetland to be approved in accordance with the *Sustainable Planning Act 2009*. Under this legislation a State Planning Policy will protect of wetlands of high ecological significance in the Great Barrier Reef catchment area.
- The Government provided additional funding of \$6.2 million for the Koala Response Strategy in it's 2009-10 Mid-Year Budget Review. This funded a range of koala habitat protection and rehabilitation activities and the launch of a Koala Disease Research Grant program. Implementation of the strategy has also included public consultation on two draft State Planning Instruments aimed at regulating new development and informing future planning and infrastructure delivery.
- The department completed four great walks in 2009-10 – the Carnarvon Great Walk, the Cooloola Great Walk, the Whitsunday Ngaro Sea Trail Great Walk and the Conondale Great Walk. In addition, a technical feasibility study was completed for a proposed great walk from the Daintree River to the tip of Cape York.

- The department appointed eight new rangers to assist in enforcing the new Moreton Bay Marine Park zoning plan and has appointed eight new rangers for the park.
- The department commenced construction of the Harry Atkinson Artificial Reef near Peel Island in Moreton Bay and sank the “Tiwi Pearl” to further develop the reef. This is the first of six artificial reefs scheduled for development in Moreton Bay.
- There are now a total of 27 Wild River Rangers working across the Cape York Peninsula and the Gulf of Carpentaria. These rangers are working with local Indigenous communities and natural resource management groups.
- The department undertook preparatory activities for planned declaration proposals for eight wild river basins on Cape York Peninsula. This included mapping and pre-release consultation with Traditional Owners and other stakeholders. The department also released the Lake Eyre Basin Wild River Discussion Paper in South-West Queensland, in March 2010.
- The department finalised the Condamine and Balonne Resource Operations Plan (ROP) in 2009-10. The ROP defines water allocations, trading and operating rules and water monitoring for the Lower Balonne and will enhance protection for the environment by keeping more water in the river during significant flows and will provide for the health of rivers, floodplains and wetlands. Finalising the Plan (ROP) allows the Australian Government to start purchasing water allocations to support its \$3.1 billion Restoring the Balance in the Murray Darling Basin initiative that seeks to return water to the basin’s rivers and wetlands.
- On 8 October 2009 the department implemented new laws for on-going protection of high value regrowth and riparian vegetation in priority reef catchments and has updated all codes, policies and maps under the vegetation management framework to reflect new regrowth requirements. The new laws replaced the moratorium on clearing endangered regrowth vegetation which was in place from 8 April to 7 October 2009.
- The department has simplified the vegetation management framework by amending vegetation clearing triggers for Material Change of Use and Reconfiguring a Lot applications to reduce unnecessary referral of applications to DERM in accordance with the government commitment to streamline the development assessment framework. The department also introduced new more equitable vegetation management structures.
- The Indigenous survey improvement project, undertaken in collaboration with the Department of Communities, is updating the survey network in six Indigenous communities. This will greatly assist local development, the resolution of land related and home ownership issues and the roll out of the construction of new social housing for these six communities.
- To better monitor the health of Queensland’s waterways and land, and provide the information necessary to help manage the effects of climate change a new supercomputer, was installed at the State’s science centre at Indooroopilly in September 2009.
- The Government reached agreement with key stakeholders to implement “site value” valuation methodology from the 2011 valuation. The *Valuation of Land and Other Legislation Amendment Act 2010*, which commenced on 12 March 2010, allowed the State government to issue the 2010 valuation and protected ratepayers and tax payers from significant financial exposure. The Act also introduced a new objection process to commence in line with the 2010 valuation.
- In 2009-10 a bilateral agreement between the State and Australian Government to deliver the Healthy Headwaters Program was finalised. This program seeks to enhance long term ecosystem viability by making more water available for the environment in the Murray-Darling Basin.

- The completion of a \$13.1 million drain replacement and rehabilitation works program, under the Great Artesian Basin Sustainability Initiative, has resulted in an additional annual saving of an estimated 5,861 megalitres of discharge from the Great Artesian Basin. The 36 projects in this program were jointly funded by landholders and the State and Australian governments. A range of projects completed under this and previous initiatives have resulted in total water savings of approximately 172,500 megalitres per year.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in the Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standard to provide better information on the effectiveness and efficiency of their services.

The four departmental services, Climate Change, Environment, Land and Water will deliver against one or more strategies under each of the departmental objectives outlined in the Department of Environment and Resource Management Strategic Plan 2010-14.

Climate change

- This departmental service delivers initiatives aimed at reducing Queensland's carbon footprint and preparing Queensland for the impacts of climate change.
- A particular focus of the Climate Change service is to lead the development and implementation of initiatives aimed at achieving the Queensland Government's Toward Q2 Green target – *Cut Queenslanders' carbon footprint by a third with reduced car and electricity use.*
- The service also works with Queenslanders to reduce and reuse waste and to conserve water at home, work and in their communities.
- The department also provides support to the Premier's Council on Climate Change and administers the Queensland Climate Change Fund which provides \$30 million per year for new climate change initiatives.

Environment

- This departmental service covers a substantial portion of the department's business including the activities of the Queensland Parks and Wildlife Service and a wide range of services aimed at protecting Queensland's biodiversity and natural environment and its resources and preventing or controlling pollution and achieving resource recovery.
- The priorities of the service include improving the environmental performance of government, industry, business and the community, protecting and enhancing the health of Queensland's unique ecosystems, landscapes and marine environments, managing air soil and water quality and conserving native flora and fauna.

Land

- This departmental service delivers initiatives to develop and provide the high quality spatial and other information such as mapping, land ownership (titles and registrations), valuations and land tenure, needed to undertake effective planning and development of the State. It also includes the development of policies and programs which are designed to ensure healthy landscapes, stock route management, resolution of native title issues, the sale of quarry materials and forest products from State lands and the management of Queensland's cultural heritage.
- The priorities of this service are to manage and promote the sustainable and productive use of the State's land resources, to provide security of freehold title of land throughout. A key priority in land administration is the resolution of native title outcomes, improvement of Indigenous access to all types of land tenures and the stimulation of economic and social development opportunities associated with these terms.

Water

- This departmental service includes planning and managing the use of the State's water resources to maintain sufficient water flow for healthy rivers and monitor surface and groundwater systems to check water levels and quality. The service also ensures secure, safe and reliable water supplies for Queensland communities through its regulatory activities.
- The priority of this service is to protect and manage the State's water resources and enable the delivery of safe and reliable water supplies to Queensland communities. It ensures this vital resource is managed and shared appropriately and also encourages more efficient use of water through pricing and trading systems and provides protection to ensure our natural waters and dependent ecosystems are healthy.

Reconciliation of changes in the transition from outputs to services

2010-11 Services Structure	2009-10 Output Structure
Climate Change	Sustainable Futures (some measures)
Environment	Conservation and Environmental Services Performance and Capability Sustainable Futures (some measures) Water and Catchment Services
Land	Land and Vegetation Services Sustainable Futures (some measures)
Water	Water and Catchment Services

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services	2			
Climate Change		108	105	105
Environment	3	2,465	2,452	2,501
Land		1,828	1,834	1,834
Water	4	1,035	957	957
Total services		5,436	5,348	5,397
Total		5,436	5,348	5,397

Notes:

1. Full-time equivalents (FTEs).
2. Staffing figures have been recast to reflect the new service structure. Corporate FTEs are allocated across the services to which they relate. The overall reduction between the 2009-10 Budget and Estimated actual figures relate mainly to a reduction in Corporate FTEs which is in turn reflected in each of the Services.
3. The increase in the 2010-11 Estimate figures is due to additional staff for implementation of the Queensland Waste Reform Strategy, the Wild River Rangers, Koala Protection Strategy and the Cape York World Heritage nomination initiatives.
4. The reduction in the 2009-10 Estimated actual in the Water service relates to a reduction in temporary positions in the Home WaterWise Rebate Scheme and other initiatives that were finalised during the year and a reduction in corporate FTEs attributed to that service.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Climate Change	29,489	27,667	603	..	1,219
Environment	487,341	389,945	4,197	70,113	23,086
Land	258,143	187,706	47,617	..	24,078
Water	186,756	156,472	1,901	23,898	4,485
Total	961,721	761,790	54,318	94,011	52,868

Notes:

1. Explanations of variances are provided in the financial statements.
2. The department provides corporate service functions to the Queensland Water Commission on a fee for service basis. The cost of service delivery and associated revenue has been excluded from the above table.
3. Australian Government funding received via appropriated service receipts has been included under Commonwealth revenue in the above table.
4. The total Sources of revenue exceed the Total cost in the above table reflecting the budgeted operating surplus for the Land Service area.

ADMINISTERED ITEMS

The department's administered responsibilities include the following:

Environment Protection Related Regulatory Fees

The department collects a range of regulatory fees associated with environmental monitoring, authorities and development applications, permits for commercial activity in or near parks, the keeping of wildlife, and licensing of the recreational and commercial harvesting of wildlife. These fees are generally levied on business and local government in relation to environmental licensing and on members of the community and small business in relation to permits for commercial activities and wildlife and the licensing of wildlife harvesting.

Land Title Act Fees

Revenue is collected under the *Land Title Act 1994* for the lodgement of documents to secure ownership and other interests in land and other resources and record related information. Customers include individuals and organisations, both in Queensland and elsewhere, with interests in the State's resources. The client groups include landowners, government agencies, industry groups, financial institutions, solicitors and other service providers.

Lease of State Land

Annual rentals and instalments are collected on land leased from the State and on various permits issued over State land under the *Land Act 1994*.

Water Infrastructure Maintenance

The State is responsible for the upkeep of a number of non-commercial dams and weirs that do not form part of any irrigation scheme. Adequate maintenance and improvement must be undertaken to protect the public from unsafe structures and prevent property loss as a result of structural failure.

Unsafe structures may be decommissioned or, where appropriate, repaired before responsibility for the ongoing maintenance of the structures is transferred to organisations such as local authorities.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards ¹	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Climate Change				
Percentage of Premier's Council on Climate Change papers supported by DERM policy research that are developed in a method consistent with the Queensland Government Policy Handbook		New measures	New measures	100%
Percentage of Climate Change Impact Statements consistent with the Cabinet Handbook		100%	100%	100%
Percentage of project briefs for ClimateQ initiatives funded from the Queensland Climate Change Fund that are consistent with Government commitments in ClimateQ		New measures	New measures	100%
Percentage of climate science datasets requested by external clients delivered within 5 working days		New measures	New measures	95%
Percentage of climate science research publications put forward that are accepted by international or national journals /conferences /forums		New measures	New measures	90%
State contribution (\$000)		38,919	46,037	27,667
Other revenue (\$000)		1,381	1,688	1,822
Total cost (\$000)		40,300	47,725	29,489
Service: Environment				
Percentage Indigenous involvement in delivery of estate management specifically on Cape York, directly related to the Cape York Indigenous Ranger program	2	New measures	New measures	25%
Tonnage of resources from stadia, public venues and public events diverted from the waste stream into recycling		New measures	New measures	600
Number of planned compliance inspections of sites carrying out regulated activities:				
• Level A (Basic inspections)		150	150	180
• Level B (Condition audit)		450	450	430
• Level C (Performance audit)		80	80	80
Implement the Queensland Parks and Wildlife Services (QPWS) Strategic Pest Management Program, measured as a percentage of projects delivered annually		New measures	New measures	90%

Service standards¹	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
The percentage of good practice indicators (GPI's) for national parks that are met or exceeded, as measured by the Rapid Assessment Program	3	New measures	New measures	N/A
Effectiveness of visitor and management infrastructure projects as measured through the Capital Works Activity Index	4	New measures	New measures	90%
Percentage of environmental authorities administered under the Environmental Protection Act that are issued within statutory timeframes		New measures	New measures	100%
All approved formal investigations of alleged non compliance with all legislation administered by DERM completed within 12 months of investigation approval date	5	New measures	New measures	95%
Average tonnes reduction in annual household emissions from electricity use in homes that have received the ClimateSmart Home Service	6	New measures	New measures	2.2 tonnes
Increase in Indigenous involvement in delivery of natural resource management, directly related to the Wild River Rangers Program		New measures	New measures	10 additional Rangers
Percentage of compliance projects and other activities set out in the Annual Compliance Plan completed on time		New measures	New measures	90%
Implementation of QPWS fire management system, measured by planned burns implemented as a percentage of the QPWS managed estate	7	New measures	New measures	5%
Annual percentage increase of science-based products available from the DERM website	8	New measures	New measures	5%
Annual increase of the number of hectares of vegetation communities and ecosystems mapped to support key policy programs		New measures	New measures	6,000,000 hectares
Percentage of time that valid live air quality monitoring data is available from the DERM website		New measures	New measures	95%
Average percentage savings in greenhouse gas emissions by ecoBiz partners		New measures	New measures	10%
Increase in the area (hectares) of high conservation quality land gazetted as nature refuge		New measures	New measures	1,000,000

Service standards¹	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Leverage private to public investment ratio for projects supported by the Queensland Sustainable Energy Innovation Fund		New measures	New measures	5:1
Percentage of actions under the Great Barrier Reef Water Quality Protection Plan led by the department assessed as progressing satisfactorily or better		New measures	New measures	100%
Percentage of eligible regional Natural Resource Management group State investments reviewed annually and fully acquitted against program objectives		New measures	New measures	100%
State contribution (\$000)		354,305	376,550	389,945
Other revenue (\$000)		85,667	136,973	97,396
Total cost (\$000)		439,972	513,523	487,341
Service: Land				
Percentage of State land applications completed within customer service standards		New measures	New measures	80%
Total of Forest Product sales quantities per total Forest Product Full Time Equivalent (FTE)				
- Native forest timber (m ³ /FTE)		New measures	New measures	2,140m ³ /FTE
- Quarry material (m ³ /FTE)				32,560m ³ /FTE
Percentage of Titles Registry dealings registered accurately		New measures	New measures	99.5%
Percentage of Records processed within customer service standards				
- Titles Registry		90%	94%	90% in 5 days
- Digital Cadastral Database		90%	90%	90% in 7 days
Percentage of valuation objections completed within customer services standards (60 working days of the closure of the objection period)		90%	94%	90%
Percentage of Sustainable Planning Act (SPA) development applications assessed within legislative timeframes		New measures	New measures	100%
Percentage of Queensland Heritage Register recommendations referred to the Queensland Heritage Council within statutory timeframes		100%	100%	100%
Percentage of completion of survey framework infrastructure in six priority Indigenous communities by June 2011		New measures	New measures	100%

Service standards¹	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of Cultural heritage database searches completed within customer service timeframes (14 working days)		New measures	New measures	100%
Number of information resources accessible via Information Queensland		New measures	New measures	150
State contribution (\$000)		183,944	192,447	187,706
Other revenue (\$000)		71,976	70,801	71,695
Total cost (\$000)		254,920	262,248	258,143

Service: Water

Percentage of water authorisations managed in accordance with National Water Initiative compliant water access entitlement guidelines	9	New measures	New measures	92% of supplemented water authorisations compliant
Percentage of water resource management dealings processed within customer service standards:				
- licence applications		New measures	New measures	75%
- licence transfers and renewals				85%
Percentage of the State's natural water systems managed in accordance with National Water Initiative compliant water planning guidelines		New measures	New measures	73% (surface water management areas)
Percentage of high priority meter project areas completed in accordance with the agreed 2010-11 schedule		New measures	New measures	100%
Percentage of water supplies that meet regulatory requirements for water safety and reliability	10	New measures	New measures	100%
Cumulative number of wild river declarations finalised	11	New measures	New measures	10
Percentage of high priority risks identified in aquatic ecosystem health trend reports that have an appropriate management intervention developed and actions are satisfactorily progressed		New measures	New measures	100%
Percentage of Queensland's natural water systems with appropriate quality and ecosystem health monitoring frameworks in place	12	New measures	New measures	67%

Service standards¹	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of the State's population where level of service objectives and associated water balance strategies have been approved by the State Government		New measures	New measures	75%
State contribution (\$000)		163,709	153,807	156,472
Other revenue (\$000)		15,685	15,398	30,284
Total cost (\$000)		179,394	169,205	186,756

Notes:

1. DERM has discontinued the majority of the output performance measures which were published in its 2009-10 Service Delivery Statement. These measures have been replaced by a set of Service Standards for 2010-11, which are aimed at measuring the effectiveness and efficiency of the department's service delivery. These service standards have been developed as part of the department's implementation of the Queensland Government Performance Management Framework, which was introduced in May 2009.
2. The Premier has committed to achieve 30% Indigenous Involvement by December 2011. The department is on track to achieve these results.
3. The Rapid Assessment Program is a survey conducted biennially (every 2 years). The next assessment is scheduled for 2011-12.
4. The practical range of the Capital Works Activity Index is between 50 (poor) and 110 (excessive). An index of 100 clearly indicates that on balance, activity levels were ideal. This measure represents the percentage of projects which are attaining a rating of 100 within the index. It is calculated as - [(number of projects on track divided by the total number of projects) + (the total dollars expended divided by the finance approved annual budget)] divided by 2.
5. The basis on which this target is set is due to legislative timeframes in relation to starting proceedings and retaining evidence. The majority of the legislation, administered by DERM, provides a 12 month expiration date under the statute of limitations.
6. ClimateSmart Homes Service (CSHS) carbon reduction is driven by installation of energy efficiency products (CFLs and low flow showerheads) and household behavioural change in usage of electricity. The phasing out of incandescent light bulbs as a separate regulatory process has affected the calculated carbon reduction benefit from CFL's installation by CSHS.
7. This includes all planned burns achieved. The bulk of these would be for conservation or hazard reduction purposes. These would be summed and calculated as a percentage of the total managed estate, which is currently about 12.6 million hectares. This equates to a current annual target for total planned burning conducted by QPWS in the order of 630,000 hectares.
8. This service standard supports/contributes to the Premiers Toward Q2 ICT Strategy.
9. A National Water Initiative (NWI) compliant water authorisation includes a water allocation, interim water allocation and water licences that have a volumetric limit, have metered or measures water use, access conditions and are relocatable. Making supplemented entitlements NWI compliant is a priority under the NWI agreed program
10. Percentage of water supplies is defined as the percentage of the State's population whose reticulated water supply has regulatory compliance.
11. While no declarations are scheduled to be finalised in 2010-11, it is planned for 9 declarations to be progressed within timeframes (eg. Release of declaration, consultation period and close of submission) during 2010-11.
12. This service standard target is an assessment of monitoring frameworks across all natural water systems based on 92 drainage basins and significant sub-basins.

INCOME STATEMENT

Department of Environment and Resource Management	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,6,11	748,763	808,926	807,208
User charges		56,693	56,660	58,076
Grants and other contributions	2,7,12	75,275	96,097	65,841
Other revenue		34,755	35,591	35,520
Gains on sale/revaluation of property, plant and equipment and investments		100	185	100
Total income		915,586	997,459	966,745
Expenses				
Employee expenses	3,8,13	455,306	457,720	481,862
Supplies and services	4,9,14	261,543	278,878	261,770
Grants and subsidies	5,10,15	111,503	173,745	134,637
Depreciation and amortisation		75,836	75,914	76,937
Finance/borrowing costs		199	199	150
Other expenses		10,115	9,919	10,047
Losses on sale/revaluation of property, plant and equipment and investments		84	84	84
Total expenses		914,586	996,459	965,487
OPERATING SURPLUS/(DEFICIT)		1,000	1,000	1,258

STATEMENT OF CHANGES IN EQUITY

Department of Environment and Resource Management	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		88,471	84,205	85,614
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		88,471	84,205	85,614
Surplus/(deficit) for the period		1,000	1,000	1,258
Total recognised income and expense for the period		89,471	85,205	86,872
Equity injection/(withdrawal)		(24,627)	(36,875)	(29,334)
Equity adjustments (MoG transfers)		..	545	..
Total movement in equity for period		64,844	48,875	57,538

BALANCE SHEET

Department of Environment and Resource Management	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	16,24,32	32,734	61,586	64,312
Receivables		42,509	40,585	41,040
Other financial assets	
Inventories		1,911	2,104	2,104
Other	17,25	29,602	19,509	19,509
Non-financial assets held for sale		212	161	161
Total current assets		106,968	123,945	127,126
NON-CURRENT ASSETS				
Receivables		..	180	180
Other financial assets	
Property, plant and equipment	18,26,33	3,644,018	3,577,999	3,627,580
Intangibles	19,27	24,549	30,726	34,074
Other	
Total non-current assets		3,668,567	3,608,905	3,661,834
TOTAL ASSETS		3,775,535	3,732,850	3,788,960
CURRENT LIABILITIES				
Payables		52,954	50,754	50,903
Accrued employee benefits	
Interest-bearing liabilities and derivatives		577	577	630
Provisions	
Other	20,28	60,395	74,677	73,677
Total current liabilities		113,926	126,008	125,210
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives		1,318	1,319	689
Provisions	
Other	
Total non-current liabilities		1,318	1,319	689
TOTAL LIABILITIES		115,244	127,327	125,899
NET ASSETS/(LIABILITIES)		3,660,291	3,605,523	3,663,061
EQUITY				
Capital/contributed equity	21,29,34	3,561,760	3,506,452	3,477,118
Retained surplus/(accumulated deficit)	22,30	1,000	8,891	10,149
Reserves:				
- Asset revaluation reserve	23,31,35	97,531	90,180	175,794
- Other (specify)	
TOTAL EQUITY		3,660,291	3,605,523	3,663,061

CASH FLOW STATEMENT

Department of Environment and Resource Management	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	36,44,52	748,763	812,429	807,208
User charges		61,947	61,914	63,330
Grants and other contributions	37,45,53	72,568	93,390	63,134
Other		59,065	59,901	59,830
Outflows:				
Employee costs	38,46,54	(455,306)	(457,720)	(481,862)
Supplies and services	39,47,55	(284,204)	(301,539)	(284,431)
Grants and subsidies	40,48,56	(111,503)	(173,745)	(134,637)
Borrowing costs		(199)	(199)	(150)
Other		(15,668)	(15,472)	(15,600)
Net cash provided by/(used in) operating activities		75,463	78,959	76,822
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		446	531	446
Investments redeemed	
Loans and advances redeemed		251	251	..
Outflows:				
Payments for property, plant and equipment and intangibles	41,49,57	(51,598)	(63,754)	(44,631)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(50,901)	(62,972)	(44,185)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	42,50,58	82,016	100,075	35,583
Outflows:				
Borrowing redemptions		(529)	(529)	(577)
Finance lease payments	
Equity withdrawals	43,51,59	(106,643)	(136,950)	(64,917)
Net cash provided by/(used in) financing activities		(25,156)	(37,404)	(29,911)
Net increase/(decrease) in cash held		(594)	(21,417)	2,726
Cash at the beginning of financial year		33,328	83,003	61,586
Cash transfers from restructure	
Cash at the end of financial year		32,734	61,586	64,312

ADMINISTERED INCOME STATEMENT

Department of Environment and Resource Management	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	
Taxes, fees and fines	63,67	245,533	245,984	260,912
Royalties, property income and other territorial Revenue		65,462	64,793	66,413
Interest		2,164	2,164	2,164
Administered revenue	60,64,68	31,091	28,959	5,386
Other	61,65,69	69,088	196,034	166,185
Total revenues		413,338	537,934	501,060
Expenses				
Supplies and services		1,305	1,865	1,296
Depreciation and amortisation		185	185	185
Grants and subsidies	60,64,68	29,054	26,862	3,858
Benefit payments				
Borrowing costs	
Other	62,66	5,952	40,452	40,452
Total expenses		36,496	69,364	45,791
Net surplus or deficit before transfers to Government		376,842	468,570	455,269
Transfers of administered revenue to Government		321,939	347,721	338,269
OPERATING SURPLUS/(DEFICIT)		54,903	120,849	117,000

ADMINISTERED BALANCE SHEET

Department of Environment and Resource Management	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	70,75	23,181	19,067	19,067
Receivables	71,76	25,623	31,974	31,974
Inventories	
Other	71,76	29,959	35,449	35,449
Non-financial assets held for sale	71,76	26,383	8,421	8,421
Total current assets		105,146	94,911	94,911
NON-CURRENT ASSETS				
Receivables	77,81	45,288	46,418	41,918
Other financial assets	
Property, plant and equipment	72,78, 82	24,052,471	65,732,748	67,528,914
Intangibles	
Other	
Total non-current assets		24,097,759	65,779,166	67,570,832
TOTAL ADMINISTERED ASSETS		24,202,905	65,874,077	67,665,743
CURRENT LIABILITIES				
Payables	71,76	9,999	12,346	12,346
Transfers to Government payable		18,887	16,929	16,929
Interest-bearing liabilities		158
Other	71,76	33,449	38,028	38,028
Total current liabilities		62,493	67,303	67,303
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities	
Other	70,75	3,302
Total non-current liabilities		3,302
TOTAL ADMINISTERED LIABILITIES		65,795	67,303	67,303
ADMINISTERED NET ASSETS/(LIABILITIES)		24,137,110	65,806,774	67,598,440
EQUITY				
Capital/Contributed equity	73,79	23,183,576	23,568,679	23,597,427
Retained surplus/(Accumulated deficit)		66,619	184,392	301,392
Reserves:	
- Asset revaluation reserve	74,80, 83	886,915	42,053,703	43,699,621
- Other (specify)	
TOTAL ADMINISTERED EQUITY		24,137,110	65,806,774	67,598,440

ADMINISTERED CASH FLOW STATEMENT

Department of Environment and Resource Management	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered revenue	84,86,88	31,091	30,431	5,386
Grants and other contributions		4,903	5,849	2,000
Taxes, fees and fines	87,89	245,533	245,984	260,912
Royalties, property income and other territorial revenues		65,462	64,793	66,413
Other		6,485	6,485	6,485
Outflows:				
Transfers to Government		(321,939)	(347,721)	(338,269)
Grants and subsidies	84,86,88	(29,054)	(28,287)	(3,858)
Supplies and services		(1,653)	(2,213)	(1,644)
Borrowing costs	
Other		(9,925)	(9,425)	(9,425)
Net cash provided by/(used in) operating activities		(9,097)	(34,104)	(12,000)
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		31,068	57,068	31,068
Investments redeemed	
Loans and advances redeemed		12,000	12,000	12,000
Outflows:				
Payments for property, plant and equipment and intangibles	85,90	(49,003)	(29,786)	(52,316)
Payments for investments	
Loans and advances made		(7,500)	(7,500)	(7,500)
Net cash provided by/(used in) investing activities		(13,435)	31,782	(16,748)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	85,90	44,100	5,321	50,316
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals		(21,568)	(21,568)	(21,568)
Net cash provided by/(used in) financing activities		22,532	(16,247)	28,748
Net increase/(decrease) in cash held		..	(18,569)	..
Administered cash at beginning of financial year		23,181	37,636	19,067
Cash transfers from restructure	
Administered cash at end of financial year		23,181	19,067	19,067

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Service revenue increased as a result of the reclassification of, and an increase in Australian Government funding, and additional 2009-10 State funding for the restoration of flood damaged public infrastructure assets and initiatives such as the Koala Response Strategy, regulation of regrowth vegetation, the Cloncurry pipeline, and property valuation reform.
2. Grant revenue increased mainly as a result of higher than forecast receipts from the Australian Government under the Caring for our Country initiative.
3. Employee related expenses increased with additional costs associated with the reform of the property valuation system, regulation of regrowth vegetation and implementation of the Koala Response Strategy.
4. The increase in outlays on supplies and services mainly relates to the reform of the property valuation system, the accelerated implementation of the water asset management and regulation initiative, and outlays on climate change and vegetation management initiatives deferred from 2008-09.
5. Increased grant payments mainly relate to the Australian Government funded Caring for our Country initiative, natural disaster relief assistance and State funded initiatives such as the Koala Response Strategy, vegetation management and the Cloncurry pipeline. The increases are partly offset by the restructure of previously approved funding for the dam spillway upgrade program.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

6. Service revenue increases as a result of the reclassification of, and an increase in Australian Government funding under the Caring for our Country, Great Artesian Basin Sustainability (GABSI) and Healthy Headwaters initiatives, together with additional State funding to meet enterprise bargaining related salary increases and for initiatives such as Wild River Rangers, water infrastructure asset management and regulation, the Koala Response Strategy, land acquisition related programs, the introduction of a waste reform strategy, the Cloncurry pipeline, and the reform of the property valuation system. The increase is partly reduced by the transfer of funding for approved projects to other Government departments for climate change initiatives, the dam spillway upgrade program with the restructure of previously approved funding, and for the elimination of broadscale tree clearing with this initiative nearing completion.
7. The 2010-11 grant revenue falls mainly due to certain Australian Government grants now reported as service revenue.
8. Employee costs increase mainly as a result of enterprise bargaining related salary increases and the introduction of a waste reform strategy.
9. Within supplies and services increased outlays associated with the introduction of a waste reform strategy and land acquisition related programs are offset by reduced outlays on climate change initiatives with the transfer of funding for approved projects to other State Government departments.
10. Grant payments in relation to the Koala Response Strategy and the Cloncurry pipeline are expected to increase and additional outlays are expected with the introduction of a waste reform strategy.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

11. Service revenue is expected to decrease mainly as a result of the transfer of funding for approved climate change projects to other State Government departments, and a reduced funding requirement for initiatives such as the elimination of broadscale tree clearing and vegetation management and regulation. The decrease is partly offset by the restructure of funding to allow completion of the Climate Smart Home Service Program, the restructure of funding for dam spillway upgrade program and additional State funding for the Koala Response Strategy, land acquisition related programs, the Cloncurry pipeline, the introduction of a waste reform strategy, GABSI and enterprise bargaining related salary increases. In addition, increased Australian Government funding is expected for GABSI and the Healthy Headwaters initiative.
12. Grant funding received directly from the Australian Government, particularly in relation to the Caring for our Country initiative is expected to decrease.
13. Employee costs are expected to increase mainly as a result of enterprise bargaining related salary increases and the introduction of a waste reform strategy.
14. Outlays on supplies and services are expected to fall with the transfer of funding for approved climate change projects to other State Government departments, reduced vegetation management and regulation activities following initial introductory costs, and finalisation of priority projects funded through deferred 2008-09 funding. The fall is partly offset by the costs associated with the introduction of a waste reform strategy and land acquisition related programs.
15. Grant payments are expected to fall with the winding up of the program to eliminate broadscale tree clearing, and reduced outlays on Australian Government funded programs with a reduction in funding available. The fall is partly offset by increased outlays associated with the introduction of a waste reform strategy and the Koala Response Strategy.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

16. The increase in the cash balance mainly reflects higher than forecast advances for land purchases on behalf of other agencies and unexpended grant monies held at year end. These increases are partly offset by the return of the accumulated operating surplus from native forest operations to the Consolidated Fund.
17. Other current assets include unexpended advances held by recipient organisations, the value of which is expected to fall.
18. The value of property, plant and equipment decreased as a result of property revaluations processed in late 2008-09 which saw a significant reduction in the value of land.
19. The increase in the value of Intangibles largely reflects increased investment in property valuation and vegetation management initiatives and a reduced provision for amortisation as systems were commissioned later than expected.
20. Other current liabilities include unexpended advances for land purchases on behalf of other agencies and unearned grant monies, both of which are expected to exceed the budgeted balance.
21. To reflect 2008-09 Machinery of Government (MoG) changes, the balance of the Asset revaluation reserve as at 26 March 2009 was transferred to Contributed equity. The balance transferred was less than budget as a result of property devaluations in late 2008-09. In addition, during 2009-10 the Cabinet Budget Review Committee directed that the accumulated surplus of forest product operations held as Contributed equity, be returned to the Consolidated Fund.

22. To reflect 2008-09 MoG changes, the balance of the accumulated operating surplus as at 26 March 2009 was transferred to Contributed equity. The surplus for the period 27 March to 30 June 2009 was greater than expected mainly due to the revised definition of non-reciprocal grants and their recognition as revenue.
23. The expected balance of the Asset revaluation reserve was reduced to reflect current economic conditions.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

24. The increase in the cash balance mainly reflects increased advances for land purchases on behalf of other agencies, unexpended grant monies held at year end and cash reserves for asset replacements. These increases are partly offset by the return of the accumulated operating surplus from native forest operations to the Consolidated Fund.
25. Other current assets include unexpended advances held by recipient organisations, the value of which is expected to fall.
26. The value of property, plant and equipment decreased with property devaluations processed in late 2008-09 which saw a significant reduction in the value of land. This decrease is partly offset by expected revaluations upwards in 2009-10 and 2010-11 and property acquisitions for the Koala Response Strategy and expansion of the National Park Estate.
27. The increase in the value of Intangibles largely reflects increased investment in property valuation, waste reform and vegetation management initiatives and a reduced provision for amortisation as systems were commissioned later than expected.
28. Other current liabilities include unexpended advances for land purchases on behalf of other agencies and unearned grant monies, both of which are expected to exceed the budgeted balance.
29. To reflect 2008-09 MoG changes, the balance of the Asset revaluation reserve as at 26 March 2009 was transferred to Contributed equity. The balance transferred was less than budget as a result of property devaluations in late 2008-09. In addition, during 2009-10 the Cabinet Budget Review Committee directed that the accumulated surplus of forest product operations held as Contributed equity, be returned to the Consolidated Fund.
30. To reflect 2008-09 MoG changes, the balance of the accumulated operating surplus as at 26 March 2009 was transferred to Contributed equity. The Operating Surplus for the period 27 March 2009 to 30 June 2009 was greater than expected and a further operating surplus is expected in 2010-11.
31. Provision is made for asset revaluations in 2010-11.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

32. The increase in the cash balance mainly reflects increased reserves for asset replacements.
33. The increase in the value of property, plant and equipment flowing from property revaluations and acquisitions for the Koala Response Strategy and expansion of the National Park Estate is partly offset by increased depreciation.
34. Contributed equity decreases as a result of the return of part of the annual Service revenue relating to the non-cash depreciation expense to the Consolidated Fund. The decrease is partly offset by equity funding for asset acquisitions.
35. Provision is made for asset revaluations in 2010-11.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

36. Service revenue increased as a result of the reclassification of, and an increase in Australian Government funding, and additional 2009-10 State funding for restoration of flood damaged public infrastructure assets and initiatives such as the Koala Response Strategy, regulation of regrowth vegetation, the Cloncurry pipeline, and property valuation reform. The balance of Service revenue receivable at year end is also expected to fall.
37. Grant revenue increased mainly as a result of higher than forecast receipts from the Australian Government under the Caring for our Country initiative.
38. Employee related expenses increased with additional costs associated with the reform of the property valuation system, regulation of regrowth vegetation and implementation of the Koala Response Strategy.
39. The increase in outlays on supplies and services mainly relates to the reform of the property valuation system, the accelerated implementation of the water asset management and regulation initiative, and outlays on climate change and vegetation management initiatives deferred from 2008-09.
40. Increased grant payments mainly relate to the Australian Government funded Caring for our Country initiative, natural disaster relief assistance and State funded initiatives such as the Koala Response Strategy, vegetation management and the Cloncurry pipeline. The increases are partly offset by the restructure of previously approved funding for the dam spillway upgrade program.
41. The increase in asset acquisitions largely reflects increased investment in National Parks, property valuation and vegetation management initiatives and other acquisitions deferred from 2008-09 funded from cash held at 30 June 2009.
42. Funding for contributions to SunWater's dam spillway upgrades is now provided as Equity rather than Service receipts. Additional funding was also received during 2009-10 for the purchase of areas of National Park.
43. Contributions to SunWater for the Tinaroo dam spillway upgrade are now paid as Equity withdrawals rather than capital grants. In addition, during 2009-10 the accumulated surplus of forest product operations be returned to the Consolidated Fund.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

44. Service revenue increases as a result of the reclassification of, and an increase in Australian Government funding under the Caring for our Country, Great Artesian Basin Sustainability (GABS) and Healthy Headwaters initiatives, together with additional State funding to meet enterprise bargaining related salary increases and for initiatives such as Wild River Rangers, water infrastructure asset management and regulation, the Koala Response Strategy, land acquisition related programs, waste reform, the Cloncurry pipeline, and the reform of the property valuation system. The increase is partly reduced by the transfer of funding for approved projects to other State Government departments for climate change initiatives, the dam spillway upgrade program with the restructure of previously approved funding, and for the elimination of broadscale tree clearing with this initiative nearing completion.
45. 2010-11 grant revenue falls mainly as a result of certain Australian Government grants now shown as Service revenue.
46. Employee costs increase mainly as a result of enterprise bargaining related salary increases and the introduction of a waste reform strategy.
47. Within supplies and services increased outlays associated with the introduction of a waste reform strategy and land acquisition related programs are offset by reduced outlays on climate change initiatives with the transfer of funding for approved projects to other State Government departments.

48. Grant payments in relation to the Koala Response Strategy and the Cloncurry pipeline are expected to increase while additional outlays are expected with the introduction of a waste reform strategy.
49. Outlays on property, plant and equipment falls mainly as a result of reduced specially funded acquisitions of rainforest land, other environment related assets and water management related assets.
50. For 2009-10, equity injections included once off funding for a SunWater capital restructure and the final year funding for rainforest land acquisition. For 2010-11 equity funding provides for contributions to SunWater for the Tinaroo and Kinchant dams spillways upgrade and the introduction of a waste reform strategy.
51. For 2009-10 equity withdrawals included a once off payment for a SunWater capital restructure while 2010-11 includes contributions to SunWater for the Tinaroo and Kinchant dams spillways upgrade.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

52. Service revenue is expected to decrease due to the restructure of funding to allow completion of the Climate Smart Home Service Program being offset by the transfer of funding for approved climate change projects to other State Government departments, and a reduced funding requirement for initiatives such as the elimination of broadscale tree clearing and vegetation management and regulation and the Koala Response Strategy. The decrease is partly offset by increased State funding for the Koala Response Strategy, land acquisition related programs, the introduction of a waste reform strategy, the Cloncurry pipeline, enterprise bargaining related salary increases and for GABSI and the restructure of funding for dam spillway upgrade program together with increased Australian Government funding for GABSI and the Healthy Headwaters initiative
53. Grant funding received direct from the Australian Government, particularly in relation to the Caring for our Country initiative is expected to decrease.
54. Employee costs are expected to increase mainly as a result of enterprise bargaining related salary increases and the introduction of a waste reform strategy.
55. Outlays on supplies and services are expected to fall with the transfer of funding for approved climate change projects to other State Government departments, reduced vegetation management and regulation activities following initial introductory costs, and finalisation of priority projects funded through deferred 2008-09 funding. The fall is partly offset by outlays in relation to the introduction of a waste reform strategy, and land acquisition related programs.
56. Grant payments are expected to fall with the winding up of the program to eliminate broadscale tree clearing, and reduced outlays on Australian Government funded programs with a reduction in funding available. The fall is partly offset by increased outlays associated with the introduction of a waste reform strategy and the Koala Response Strategy.
57. Outlays on property, plant and equipment falls due mainly to reduced specially funded acquisitions of rainforest land, other environment related assets, water management related assets and upgrade of the land valuation data management system. In addition 2009-10 outlays include a number of acquisitions funded from deferred 2008-09 funding.
58. For 2009-10, equity injections included once off funding for a SunWater capital restructure, the majority of the State contribution for upgrade of SunWater's Tinaroo dam spillway, and the final year funding for rainforest land acquisition. 2010-11 injections include funding for the completion of Tinaroo dam spillway upgrade and the commencement of funding for the Kinchant dam spillway upgrade and the introduction of a waste reform strategy.
59. For 2009-10 equity withdrawals included a once off payment for a SunWater capital restructure, the majority of the funding commitment for the upgrade of SunWater owned Tinaroo dam spillway, and the return of accumulated surplus of forest product operations to the Consolidated Fund. 2010-11 withdrawals include payments to SunWater for the completion of Tinaroo dam spillway upgrade and the commencement of funding for the Kinchant dam spillway upgrade.

Administered income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

60. Administered revenue and Grants consist mainly of funding for and payment of a grant to Queensland Water Commission (QWC) for operational costs. In 2009-10 the funding requirement of QWC was less than budgeted.
61. Other revenue increased mainly as a result of higher than forecast land contributions by developers with the requirement to now recognise the value of land under roads and higher than expected gains on the sale of land.
62. Other expenses include land transfers to other entities which increased with the value of land under roads being included.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

63. Revenue from taxes, fees and fines increases with additional revenue from land titling and environmental licence fees.
64. For 2009-10 administered revenue and grant payments include funding for and payment of a grant to QWC for operational costs. The 2010-11 funding and grant payment to QWC only relates to the coal seam gas initiative.
65. Other revenue increases mainly as a result of increased land contributions by developers with the recognition of the value of land under roads.
66. Other expenses include land transfers to other entities which increase with the value of land under roads now included.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

67. Revenue from taxes, fees and fines increases with additional revenue from land titling and environmental licence fees.
68. For 2009-10 administered revenue and grant payments include funding for and payment of a grant to QWC for operational costs. The 2010-11 funding and grant payment to QWC only relates to the coal seam gas initiative.
69. In 2009-10 other revenue included higher than budgeted gains on the sale of land.

Administered balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

70. The budgeted balance for cash and other non current liabilities included cash deposits held subsequent to the transfer of environmental assessments under the *Petroleum and Gas (Protection and Safety) Act 2004*. Relevant amounts are no longer recognised in the financial statements but are disclosed in the notes to the annual financial statements.
71. End of year balances for current receivables, other current assets and non-financial assets held for sale have been adjusted in accordance with actual balances at 30 June 2009. Balances fluctuate from year to year and cannot be accurately forecast.

72. Property, plant and equipment values increased mainly as a result of the initial recognition of the value of land under roads, higher than expected land values flowing from the annual revaluation process, land transfers from other agencies and land contributions by developers.
73. To reflect MOG changes, the balance of the asset revaluation reserve as at 26 March 2009 was transferred to Contributed equity. The balance transferred was greater than expected as a result of asset revaluations.
74. The asset revaluation reserve was higher than expected mainly as a result of the initial recognition of the value of land under roads and higher than expected land values flowing from the annual revaluation process.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

75. The budgeted balance for cash and other non current liabilities included cash deposits held subsequent to the transfer of environmental assessments under the *Petroleum and Gas (Protection and Safety) Act 2004*. Relevant amounts are no longer recognised in the financial statements but are disclosed in the notes to the annual financial statements.
76. End of year balances for current receivables, other current assets and non-financial assets held for sale have been adjusted in accordance with actual balances at 30 June 2009. Balances fluctuate from year to year and cannot be accurately forecast.
77. This non-current receivable balance represents instalments receivable on freehold leases and is falling as leases reach maturity.
78. Property, plant and equipment values increased mainly as a result of the initial recognition of the value of land under roads, increased land values flowing from the annual revaluation process, land transfers from other agencies, and land contributions by developers.
79. To reflect MOG changes, the balance of the asset revaluation reserve as at 26 March 2009 was transferred to Contributed equity. The balance transferred was greater than expected as a result of asset revaluations.
80. The asset revaluation reserve increases as a result of the initial recognition of the value of land under roads and increased land values flowing from the annual revaluation process.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

81. This non-current receivable balance represents instalments receivable on freehold leases and is falling as leases reach maturity.
82. Property, plant and equipment values increased mainly as a result of increased land values flowing from the annual revaluation process and land contributions by developers.
83. The Asset revaluation reserve increases as a result of increased land values flowing from the annual revaluation process.

Administered cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

84. Administered revenue and grants consist mainly of funding for and payment of a grant to QWC for operational costs. In 2009-10 the funding requirement of QWC was less than budgeted.
85. Equity injections and property acquisitions relating to Nathan and Connors River dams were deferred to 2010-11.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

86. For 2009-10 administered revenue and grant payments include funding for and payment of a grant to QWC for operational costs. The 2010-11 funding and grant payment to QWC only relates to the coal seam gas initiative.
87. Revenue from taxes, fees and fines increases with additional revenue from land titling and environmental licence fees.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

88. For 2009-10 administered revenue and grant payments include funding for and payment of a grant to QWC for operational costs. The 2010-11 funding and grant payment to QWC only relates to the coal seam gas initiative.
89. Revenue from taxes, fees and fines increases with additional revenue from land titling and environmental licence fees.
90. 2009-10 land acquisitions for Nathan and Connors River dams and associated Equity injections were deferred to 2010-11.

Statutory Body

Queensland Water Commission

OVERVIEW

The Queensland Water Commission (the Commission) is an independent statutory body responsible for achieving safe, secure and sustainable water supplies in South East Queensland (SEQ). The Commission operates under a legislative framework defined in the *Water Act 2000* and contributes to the achievement of two of the Government's *Toward Q2: Tomorrow's Queensland* ambitions: Strong: *Creating a diverse economy powered by bright ideas* and Green: *Protecting our lifestyle and environment*.

Our work program supports both ambitions by securing sufficient water to support a comfortable, sustainable and prosperous lifestyle while meeting the needs of urban, industrial and rural growth and the environment.

REVIEW OF PERFORMANCE

Recent achievements

In 2009–10, the Commission made substantial progress towards maintaining water security in SEQ, including:

- releasing the draft SEQ Water Strategy and providing advice to the Government on regional water security options
- updating the System Operating Plan (SOP) which provides a framework for the operation of the SEQ Water Grid
- implementing Permanent Water Conservation Measures
- developing legislation which establishes three council owned distributor–retail entities and enables them to commence operation on 1 July 2010
- further developing and implementing the WaterHub system.

The Commission also implemented changes to its structure. These included reducing the number of Commissioners from three to one, and consolidating corporate and communication services into the Department of Environment and Resource Management (DERM).

Future developments

During 2010–11, the Commission will continue to carry out its responsibilities as defined under the *Water Act 2000*, including:

- finalising and implementing the SEQ Water Strategy
- investigating potential future water supply options, including local supplies such as stormwater harvesting
- delivering total water cycle planning for key development areas
- commencing a detailed review of the demand management program, including restrictions
- managing the SOP which facilitates the achievement of the desired levels of service objectives for the region
- further developing the SEQ market and regulatory arrangements, following the commencement of three new council owned distributor–retail entities on 1 July 2010.

Subject to passage of legislation expected to commence in August 2010, the Commission will become responsible for the management of the cumulative impacts of Coal Seam Gas extraction on groundwater. The Government will contribute a \$2.2 million grant for this work to be undertaken.

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in the Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standard to provide better information on the effectiveness and efficiency of their services.

STATEMENTS

STAFFING¹

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2, 3	84	56	65

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The 2009-10 Est. actual incorporates MoG change effective 1 July 2009 with corporate and communication functions transferred to DERM.
3. The 2010-11 Estimate reflects the Commission's ongoing programs including resources for the new Coal Seam Gas initiative.

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of actions in the Regional Water Security Program undertaken on time	1	New measures	New measures	100%
Percentage of actions in the Water Reform Program undertaken on time	2, 4	New measures	New measures	95%
Average annual water consumption across SEQ as a whole (and within key sub-regions) as compared to consumption targets	3	New measures	New measures	a) Met total residential. b) Met total residential key sub- regions.
State contribution (\$'000)		27,966	21,945	2,157
Other revenue (\$'000)		200	174	22,250
Total cost (\$'000)		28,166	22,119	24,407

Notes:

1. New service standard introduced reflects the QWC's objectives to achieve a sufficient quality and quantity of water for SEQ. Key actions for 2010-11 relate to 5 projects that include the Hinze Dam Stage 3, Northern Pipeline Interconnector Stage 2, Wyaralong Dam, Wyaralong Water Treatment Plant and the Cedar Grove connector to the Wyaralong water treatment plant.
2. Key actions for 2010-11 include the development and implementation of the Customer Code, providing for the transition to the longer-term economic regulatory framework to be administered by the Queensland Competition Authority, ongoing monitoring and administration of SEQ water Market Rules, further development of the regulatory framework supporting infrastructure planning.
3. This is a service standard of achieving water use efficiency and can be measured through analysis of WaterHub data.
4. This service standard may be influenced by other key stakeholders possibly resulting in delayed delivery of some actions. The issue has been taken into consideration in formulating the target.

INCOME STATEMENT

Queensland Water Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	4,8	22,100
Grants and other contributions	1,4,8	27,966	21,945	2,157
Other revenue		200	174	150
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		28,166	22,119	24,407
Expenses				
Employee expenses	2,5,9	9,618	6,667	7,350
Supplies and services	3,6	18,148	14,949	16,419
Grants and subsidies		..	55	..
Depreciation and amortisation	7,10	400	402	583
Finance/borrowing costs	
Other expenses		..	46	55
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		28,166	22,119	24,407
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Queensland Water Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	12,22	..	1,199	..
Equity adjustments (MoG transfers)		..	213	..
Total movement in equity for period		..	1,412	..

BALANCE SHEET

Queensland Water Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	11,15	5,297	3,245	3,943
Receivables		500	461	466
Other financial assets	
Inventories	
Other		12	35	35
Non-financial assets held for sale	
Total current assets		5,809	3,741	4,444
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		70	63	20
Intangibles	12,18	1,050	2,422	1,882
Other	
Total non-current assets		1,120	2,485	1,902
TOTAL ASSETS		6,929	6,226	6,346
CURRENT LIABILITIES				
Payables	13,16	3,900	2,500	2,500
Accrued employee benefits	14,17	1,250	550	620
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		5,150	3,050	3,120
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	14,17	225	100	150
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		225	100	150
TOTAL LIABILITIES		5,375	3,150	3,270
NET ASSETS/(LIABILITIES)		1,554	3,076	3,076
EQUITY				
Capital/contributed equity	22	1,554	3,076	3,076
Retained surplus/(accumulated deficit)	
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		1,554	3,076	3,076

CASH FLOW STATEMENT

Queensland Water Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	23,25	22,100
Grants and other contributions	19,23,25	27,966	23,541	2,157
Other		200	174	150
Outflows:				
Employee costs	20	(9,218)	(6,794)	(7,230)
Supplies and services	21	(17,815)	(15,046)	(16,424)
Grants and subsidies		..	(55)	..
Borrowing costs	
Other		..	(46)	(55)
Net cash provided by/(used in) operating activities		1,133	1,774	698
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	22,26	..	(1,199)	..
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		..	(1,199)	..
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	22,26	..	1,199	..
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	24	(671)	(493)	..
Net cash provided by/(used in) financing activities		(671)	706	..
Net increase/(decrease) in cash held		462	1,281	698
Cash at the beginning of financial year		4,835	1,964	3,245
Cash transfers from restructure	
Cash at the end of financial year		5,297	3,245	3,943

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. The decrease relates to savings achieved by the Commission and unspent grant funds returned to government.
2. The decrease in employee expenses relates to the MoG change effective 1 July 2009 where the corporate and communication functions were transferred to DERM.
3. The decrease primarily relates to operating savings achieved by the Commission over the 2009-10 financial year.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

4. From 1 July 2010, the Commission will be funded via a levy. The Government will contribute a \$2.2 million grant for the management of the cumulative impacts of Coal Seam Gas extraction on groundwater.
5. The decrease relates to reduced FTE's associated with the transfer of corporate and communication staff to DERM. This has been offset by incorporating an allowance for additional funding required for Enterprise Bargaining and additional staff associated with the Coal Seam Gas stream.
6. The decrease relates to operating savings achieved by the Commission over the 2009-10 financial year including reduced expenditure associated with the corporate and communications staff transferred to DERM, offset by additional expenditure associated with the management of the cumulative impacts of Coal Seam Gas extraction on groundwater.
7. The increase relates to additional amortisation associated with the commissioning of additional modules of the WaterHub modular information management system.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

8. From 1 July 2010, the Commission will be funded via a levy. The Government will contribute a \$2.2 million grant for the management of the cumulative impacts of Coal Seam Gas extraction on groundwater.
9. The increase in employee expenses primarily relates to additional funding required for Enterprise Bargaining and additional staff associated with the Coal Seam Gas stream, which is included in the \$2.2 million grant.
10. The increase relates to additional amortisation associated with the commissioning of additional modules of the WaterHub modular information management system.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

11. The decrease in cash relates to the return of unspent grant funding to the government.
12. The increase in intangibles relates to the commissioning of additional modules to the WaterHub modular information management system. This will be funded via an equity injection as reflected in the Statement of Changes in Equity.
13. The decrease in payables reflects anticipated improvement in processing of suppliers invoices in a timely manner.
14. The decrease in employee benefits obligations is related to the MoG change effective 1 July 2009 where the corporate and communication functions were transferred to DERM.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

15. The decrease in cash relates to a lower opening cash balance due to the return of unspent grant funding to the government in 2009-10.
16. The decrease in payables reflects anticipated improvement in processing of suppliers invoices in a timely manner.
17. The decrease in employee benefits obligations is related to the MoG change effective 1 July 2009 where the corporate and communication functions were transferred to DERM, offset by an allowance for additional staff associated with the Coal Seam Gas stream.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

18. The decrease in intangibles relates to amortisation expense and no further capitalised development.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

19. The decrease in grants relates to savings achieved by the commission and unspent grant funds returned to government.
20. The decrease in employee expenses relates to the MoG change effective 1 July 2009 where the corporate and communication functions were transferred to DERM.
21. The decrease relates to operating savings achieved by the Commission over the 2009-10 financial year.
22. The increase relates to capital expenditure associated with the WaterHub modular information management system. Funding for this purpose is reflected in the Statement of Changes in Equity as an equity injection, increasing contributed equity.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

23. From 1 July 2010, the Commission will be funded via a levy. The Government will contribute a \$2.2 million grant for the Coal Seam Gas stream.
24. The decrease relates to the return of accumulated surplus to consolidated revenue only occurring in the 2009-10 financial year.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

25. From 1 July 2010, the Commission will be funded via a levy. The Queensland Government will contribute a \$2.2 million grant for the management of the cumulative impacts of Coal Seam Gas extraction on groundwater.
26. The decrease occurs as it is not expected to capitalise any expenditure associated with the WaterHub modular information management system during 2010-11.

PART 19

Treasury Department

Summary of departmental portfolio budgets

Page	Agency	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
3-188	Queensland Treasury - controlled	146,370	213,863	271,001
	Queensland Treasury - administered	4,040,487	4,426,277	4,763,334
3-209	Motor Accident Insurance Commission/ Nominal Defendant	9,773 60,513	10,179 4,306	10,529 59,129
3-220	Queensland Future Growth Corporation	1,881	693	..

Note:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

MINISTERIAL RESPONSIBILITY

The Treasurer and Minister for Employment and Economic Development, the Honourable Andrew Fraser MP, has ministerial responsibility for the Treasury Department.

STRATEGIC ISSUES

The role of Treasury portfolio is to build the State's economic growth and ensure that Government resources improve quality of life for Queenslanders and achieve value for money.

To do this, Treasury provides:

- sound and timely advice to the Government to manage the State's finances in a sustainable way
- leadership in financial and economic management to the public sector.

Treasury contributes to the Government's *Toward Q2: Tomorrow's Queensland* Strong ambition – *creating a diverse economy powered by bright ideas* – by:

- delivering financial and economic policy, providing advice to foster State-wide infrastructure development and implementing whole-of-Government fiscal and economic strategies
- maximising the value of the Government's investment in Government-owned corporations (GOCs) to the State
- providing timely and comprehensive advice and information to the Treasurer and other key stakeholders on the State's economy
- taking a targeted and proactive approach to the State's financial and revenue management systems and practices, and developing its people to support innovative business practices.

Treasury's objectives are:

- to restore the State's financial position by meeting the Government's revised fiscal principles while managing the continuing effects of the global financial crisis
- to continue structural, infrastructure and other reforms to increase the productivity of the Queensland economy and raise living standards in a challenging external environment
- to ensure that Government resources achieve value for money, are directed to services that improve quality of life and are delivered efficiently and equitably
- to secure good outcomes for Queensland in the Australian Government's reform agendas and the Commonwealth Grants Commission review processes.

In measuring our performance in these objectives, Treasury will seek:

- transparent and high quality reporting on the achievement of fiscal principles
- achievement of the asset sales program according to the specified timeframes and with value for money to Government
- a demonstrated reduction in the cost of regulation to business
- a forward schedule of statistical releases met and published within agreed timeframes
- an increase in the percentage of service transactions conducted through e-business
- to meet increasing levels of voluntary compliance with state revenue obligations
- to maximise the number of Nominal Defendant claims finalised and paid within 60 days of settlement date

- the setting of compulsory third party premium bands and levies within legislated timeframes.

2010-11 HIGHLIGHTS

Treasury will implement or continue with the following major initiatives in 2010-11:

- manage and coordinate the State Budget process in accordance with the *Charter of Fiscal Responsibility*
- continue the Smart Regulation Reform Agenda aimed at reducing unnecessary regulation and legislation and lead Queensland's involvement in the Seamless National Economy reforms
- continue to manage the asset sales processes
- identify and progress opportunities for structural reform with a particular focus on electricity generation and water businesses to raise living standards and the productivity of the Queensland economy
- recommend amendments to the *Queensland Competition Authority Act 1997* to strengthen the State's third party access regime
- assist in the establishment of the new Government-owned corporation Queensland Rail, and then monitor and support its early development
- implement a State-wide campaign to promote the 2011 national Census of Population and Housing to encourage participation by all Queenslanders, and work with the Australian Bureau of Statistics to improve the number of respondents in Queensland
- produce the Queensland Government population projections to 2031 to inform government, private and community sector planning, policy and resource allocation
- further leverage investment in the Office of State Revenue's (OSR) revenue management system (RMS) by implementing this solution in other Government agencies to improve services to clients, reduce costs and enhance the level of information available
- implement an instalment payment option for land tax to help businesses and investors manage cashflow
- progress reform to the compulsory third party scheme to deliver better value for Queensland motorists.

RECENT ACHIEVEMENTS

In 2009-10 Treasury's key achievements included:

- managing and coordinating the State Budget process, in accordance with the *Charter of Fiscal Responsibility*
- managing and coordinating the Government's contribution to the Council of Australian Governments (COAG) Business Regulation and Competition reform agenda and other relevant national activities
- attaining agreement with Hancock Plantations Queensland for the sale of a 99 year licence for Forestry Plantations Queensland with proceeds exceeding expectations
- actively working with all GOCs to assist them in meeting their commercial performance and customer service objectives as agreed with the shareholders through their Statement of Corporate Intent
- enhancing governance arrangements for GOCs by revising existing and developing new GOC policies
- developing whole-of-Government grants administration capability in OSR's RMS and implementing this capability in the Department of Employment, Economic Development and Innovation's Office of Liquor and Gaming Regulation
- expanding OSR's e-business capabilities (including self assessment) and continuing to deliver revenue services to clients.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Machinery-of-Government changes resulted in the transfer of the Department of Infrastructure and Planning's Planning Information and Forecasting Unit to Treasury's Office of Economic and Statistical Research (OESR) on 1 August 2009. Current departmental services are detailed in the following pages.

Financial and economic policy

Treasury Office provides policies, strategies and advice at a whole-of-Government level to promote value-for-money service delivery, manage the State's finances in accordance with the *Charter of Fiscal Responsibility*, and advance the performance of the Queensland economy to support growth and employment.

Treasury Office achieves this by undertaking a range of key activities including:

- developing and monitoring the State Budget
- promoting Queensland's position in negotiations with the Australian Government and other states and territories
- providing financial advice to foster State-wide infrastructure development
- advocating Queensland's regulatory reform objectives and achievements to business, community and government
- delivering financial advice to foster quality financial reporting and decision making
- providing advice on and undertaking commercial transactions on behalf of Government.

Government-owned corporations performance and governance

The Office of Government Owned Corporations (OGOC) advises and supports shareholding Ministers in managing the Government's shareholding in GOCs. These corporations operate in open and competitive markets in a competitively neutral manner. The office takes a strategic approach to policy development for GOCs, monitoring their performance and ensuring they comply with relevant legislation.

OGOC undertakes activities that support and assist the GOC sector in delivering competitive, cost-effective and timely infrastructure and services. The office also aims to build shareholder value and establish appropriate principles of strategic governance.

Economic and statistical research

OESR provides whole-of-Government statistical, economic and demographic services including statistics, modelling and data management.

OESR achieves this by undertaking a range of key activities including:

- supporting Treasury's analytical capabilities to inform advice on economic reform issues (including climate change)
- coordinating the activities of key statistics providers to establish and maintain an integrated statistical service across governments
- working with other jurisdictions and Queensland agencies to reform statistical policies and processes
- providing a broad range of statistical services to support stakeholders' evidence base for policy evaluation and performance
- providing data, information and analysis for population dynamics and forecasts, residential dwelling activities and urban land supply
- maintaining and enhancing rigorous economic and social research agendas to advance the State
- enhancing and expanding official surveys and methodology capabilities.

Revenue management

The Office of State Revenue (OSR) delivers and administers revenue management services for Queensland taxes (duties, payroll tax, land tax, Community Ambulance Cover and gambling taxes) and grants. OSR also conducts revenue compliance and debt recovery activities, provides legislative and policy advice to the Government to maintain and improve the State's revenue system, and contributes to revenue forecasting and trend analysis to secure Queensland's future revenue base.

OSR works towards this by:

- positioning itself as a leading e-business agency with excellent client support and firm and fair enforcement
- providing responsive and ongoing legislation and revenue policy advice services to the State Government
- further developing RMS to support innovative business practices.

STAFFING¹

Service	Notes	2009-10 Adjusted Budget	2009-10 Est. actual	2010-11 Estimate
Services²				
Financial and economic policy	3	287	305	297
GOC performance and governance		38	37	37
Economic and statistical research	4	148	135	135
Revenue management	5	515	467	466
Total services		988	944	935
Corporate services provided to other agencies	6	11	19	10
Total		999	963	945

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Corporate FTEs are allocated across the services to which they relate.
3. The increase in the 2009-10 Estimated actual is due to the establishment of the Commercial Transactions Team which has been set up to manage the process associated with the Government's infrastructure asset sale process and the transition of Internal Audit staff from the Shared Service Agency (SSA) to Treasury. Also contributing to this variance is the transfer of staff and functions from Economic and Statistical Research.
4. The decrease in the 2009-10 Estimated actual is due to the transfer of staff and functions from Economic and statistical research to Financial and economic policy.
5. The decrease in the 2009-10 Estimated actual is due to a realignment of business requirements, the abolition of the Fuel Subsidy Scheme and a number of full time positions being filled by part time employees.
6. Includes staff providing corporate support to the Motor Accident Insurance Commission and Nominal Defendant. Some minor corporate support was provided to CorpTech and the Office of Liquor and Gaming Regulation in 2009-10.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Financial and economic policy	172,152	168,895	3,257
GOC performance and governance	6,410	5,797	613
Economic and statistical research	19,493	14,143	5,350
Revenue management	74,315	72,367	1,948
Departmental	272,370	261,202	11,168
Other²	2,118	1,882	236
Reconciliation adjustment to the Income Statement³	(3,487)	..	(3,487)
Total⁴	271,001	263,084	7,917

Notes:

1. Explanations of variances are provided in the financial statements.
2. The total revenue sources do not equal the "Total income" in the 'Departmental financial statements' as the department provides corporate services to non-departmental services (Motor Accident Insurance Commission and Nominal Defendant).
3. This line represents the eliminations upon consolidation for internal trading between services.
4. This line reconciles to the Income Statement where total cost is represented by total expenses.

ADMINISTERED ITEMS

Administered activities are those undertaken by the department on behalf of the whole-of-Government.

DESCRIPTION

Treasury is responsible for overseeing significant administered revenues and expenses. Treasury receives a large proportion of the State's taxation and Australian Government revenue which is used to fund Government priorities.

In addition, Treasury administers major grants and subsidies including the First Home Owner Grant and the Australian Government's First Home Owners Boost.

Since 1 July 2000, the Queensland Government, administered through Treasury, has provided a \$7,000 grant – the First Home Owner Grant – to eligible persons to help offset the cost of purchasing a first home. The total cost of this First Home Owner Grant Scheme, including the new \$4,000 Regional First Home Owner Grant Boost, discussed below, is estimated at \$194.6 million in 2009-10 and \$170.6 million in 2010-11. In addition, Treasury administers the Australian Government's First Home Owners Boost, with estimated payments of \$187 million in 2009-10, decreasing to \$13.3 million in 2010-11 following the expiry of the scheme on 31 December 2009.

In its capacity as the Government's financial manager, Treasury also manages the Government's cash balances and financing requirements.

POLICY DECISIONS SINCE THE 2009-10 BUDGET

First Home Owner Grant eligibility cap

Eligibility for the First Home Owner Grant scheme has been restricted to homes valued at less than \$750,000 for all contracts entered into from 31 March 2010. This lowering of the cap from the previous \$1 million threshold provides greater targeting of the grant to first home buyers requiring assistance to enter the property market. Savings from this initiative are assisting in funding the Regional First Home Owners Grant Boost.

Land tax relief for supported accommodation providers

The Government will provide a land tax exemption for "Level 3" supported accommodation facilities. A Level 3 facility is defined under the *Residential Services (Accreditation) Act 2002* and provides both accommodation and personal care support such as assistance with meals, hygiene and medication. The provision of the exemption aligns the land tax treatment to that applied to aged care facilities.

Payroll tax rebate for apprentices and trainees

The wages of apprentices and trainees are exempt from payroll tax. In addition to this employment incentive, the Government has decided to extend the 25% payroll tax rebate on the wages of each apprentice and trainee employed until 30 June 2011. The rebate will be offset against the tax payable on the wages of other employees.

Regional First Home Owner Grant boost

The Government will provide additional funding of \$7.8 million in 2010-11 to introduce a \$4,000 boost to the First Home Owner Grant for people building or buying newly constructed homes outside South East Queensland. This incentive, to apply from 1 June 2010 until 30 June 2011, is designed to encourage overseas and interstate migrants, as well as the resident population, to settle in regional areas and will assist in managing Queensland's population growth.

Transfer duty exemption for Special Disability Trusts

The Government has introduced an exemption from transfer duty on the acquisition of property used as the principal residence of a person with a disability under a Special Disability Trust, with the meaning given in the *Social Security Act 1991* (Commonwealth). The exemption is currently being provided under an administrative arrangement, pending legislative amendment.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Adjusted Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Financial and economic policy				
Quarterly report on financial position within six weeks of quarter end		4	4	4
Number of written pieces of portfolio resource allocation advice provided		1,600	1,600	1,600
Number of written pieces of economic and inter-governmental relations advice provided		450	470	450
Number of written pieces of fiscal, taxation policy and financial management advice provided	1	650	450	450
Number of written pieces of infrastructure policy advice provided		500	540	540
Adherence to fiscal objectives as described in the Charter of Fiscal Responsibility	2	Partial	100%	Partial
Compliance with the Uniform Presentation Framework requirements and relevant Australian Accounting Standards for whole-of-government financial reporting		100%	100%	100%
Achievement of key milestones in the Budget process		100%	100%	100%
Achievement of key milestones in the Report on State Finances process		100%	100%	100%
Data provision to the Commonwealth Grants Commission and Australian Bureau of Statistics within agreed timeframes		100%	100%	100%
Cost of portfolio resource allocation advice		\$6.5 million	\$6.8 million	\$6.3 million
Cost of economic and inter-governmental relations advice	3	\$0.9 million	\$0.9 million	\$0.7 million
Cost of fiscal, taxation policy and financial management advice		\$5.2 million	\$5.2 million	\$5 million
Cost of infrastructure policy advice	4	\$5.1 million	\$5 million	\$4.2 million
State contribution (\$000)	5	41,097	106,409	168,895
Other revenue (\$000)	6	3,998	3,879	3,257
Total cost (\$000)		45,095	110,288	172,152

Service standards	Notes	2009-10 Adjusted Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: GOC performance and governance				
Number of GOC Statements of Corporate Intent (SCI) completed	7	16	15	15
Number of performance monitoring reports completed	7	64	61	57
Percentage of SCIs received and reviewed within the scheduled timeframe		95%	95%	95%
Cost of monitoring and governance per GOC	8	\$0.2 million	\$0.3 million	\$0.3 million
State contribution (\$000)	9	5,569	5,574	5,797
Other revenue (\$000)	10	677	153	613
Total cost (\$000)		6,246	5,727	6,410
Service: Economic and statistical research				
Responses to requests for information	11	3,200	4,900	5,600
Formal products and services delivered to Treasury Office	12	250	130	150
Formal products and services delivered to other government agencies	13	350	300	400
Stakeholder and client satisfaction with outputs (rated satisfied or very satisfied)		95%	95%	95%
Delivery of outputs within timeframes agreed with clients (excludes internet services)		90%	90%	90%
Revenue from fee-for-service outputs	14	\$5.4 million	\$5.5 million	\$4.9 million
State contribution (\$000)	15	13,651	12,686	14,143
Other revenue (\$000)	16	6,944	6,124	5,350
Total cost (\$000)		20,595	18,810	19,493
Service: Revenue Management				
Amount of revenue, grants and subsidies administered		\$8.4 billion	\$8.8 billion	\$9 billion
Number of First Home Owner Grant (FHOG) applications paid	17	31,400	27,850	23,570
FHOG applications processed within service standards		95%	95%	95%
Percentage of investigations performed within standards		90%	90%	90%
Client satisfaction with services provided		70%	70%	70%
Total revenue dollars administered per dollar expended – accrual		\$148	\$151	\$154

Service standards	Notes	2009-10 Adjusted Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of lodgements and payments received electronically	18	New measure	New measure	70%
Average overdue debt as a percentage of total revenue collected	19	New measure	New measure	3%
Legislative program, revenue policy advice, briefings and ministerial correspondence within deadline	20	New measure	New measure	90%
State contribution (\$000)		71,739	71,006	72,367
Other revenue (\$000)	21	3,034	3,091	1,948
Total cost (\$000)		74,773	74,097	74,315

Notes:

1. The decrease in the 2009-10 Estimated actual is due to fewer enquiries and submissions following the implementation of the *Financial Accountability Act 2009* effective 1 July 2009 and the reduction in the number of departments following the recent machinery-of-Government (MoG) changes, which achieved efficiencies in notifications and advice on policy changes.
2. 2010-11 represents partial achievement, with own-source expenditure slightly exceeding real per capita growth. This is primarily due to provisions set aside for restoration and remediation works in 2010-11 associated with the February and March floods.
3. The decrease in the 2010-11 Target/estimate is due to staff attrition following the Commonwealth Grants Commission's five yearly review. This trend is part of the normal cycle.
4. The decrease in the 2010-11 Target/estimate is due to an internal restructure.
5. The increase in the 2009-10 Estimated actual is primarily due to the commencement of the Commercial Transactions Team (CTT) with funding for services provided by commercial, legal, accounting, tax and other technical advisors. Also contribution is funding carried over from 2008-09 for the Sale of Wind and Gas Assets project. The increase in the 2010-11 Target/estimate is mainly due to increased funding for the CTT which includes costs associated with the Queensland Rail Initial Public Offering.
6. The decrease in the 2010-11 Target/estimate is due to a one off receipt for the Wiggins Island Project in 2009-10, partially offset by an increase in corporate support allocation reflecting services provided to the CTT.
7. The decreases in the 2009-10 Estimated actual and 2010-11 Target/estimate are due to the number of Government-owned corporations reducing in 2009-10 as a result of Mackay Ports Limited and Ports Corporation of Queensland becoming wholly owned subsidiaries of North Queensland Bulk Ports Corporation Limited. Mackay Ports Limited submitted its June 2009 quarterly report in July prior to the merger. Through the course of the year, it is expected that Port of Brisbane Corporation Limited and Forestry Plantations Queensland will no longer be required to submit Quarterly Performance Reports on account of completion of their sales under the *Renewing Queensland Plan*, leading to a reduction in the expected number of completed reports.
8. The increases in the 2009-10 Estimated actual and 2010-11 Target/estimate are due to a reduction in the number of Government-owned corporations as listed in note 7 above.
9. The increase in the 2010-11 Target/estimate reflects increased funding for the Enterprise Bargaining Agreement.
10. The decrease in the 2009-10 Estimated actual and subsequent increase in the 2010-11 Target/estimate is due to reimbursable consultancies not undertaken in 2009-10.
11. The increase in the 2009-10 Estimated actual and further increase in the 2010-11 Target/estimate is due to the MoG transfer of the Planning and Information Forecast Unit (PIFU) from the Department of Infrastructure and Planning (DIP) on 1 August 2009.
12. The decrease in the 2009-10 Estimated actual is due to the transfer of the Macroeconomics team to Financial and economic policy. The subsequent increase in the 2010-11 Target/estimate is due to the impact of the PIFU MoG transfer from DIP on 1 August 2009.
13. The decrease in the 2009-10 Estimated actual is due to reduced survey work. The subsequent increase in the 2010-11 Target/estimate is due to the impact of the PIFU MoG transfer from DIP on 1 August 2009.
14. The decrease in the 2010-11 Estimate is due to reduced survey activity.
15. The decrease in the 2009-10 Estimated actual reflects the transfer of the macroeconomics team to Financial and economic policy. The increase in the 2010-11 Target/estimate is due to increased funding for the Enterprise Bargaining Agreement and the 2011 census awareness campaign.
16. The decrease in the 2009-10 Estimated actual and further decrease in the 2010-11 Target/estimate is due to reduced survey activities.
17. The decrease in the 2009-10 Estimated actual is due to a greater than expected reduction in the number of First Home Owner Grant applications following the decrease in the Australian Government First Home Owner Boost from 1 October 2009. The further decrease in the 2010-11 Target/estimate is due to the finalisation of the Australian Government funded First Home Owner Boost payments during 2009-10.
18. This is a new measure for 2010-11 and measures only those lodgements and payments that can be provided electronically.
19. This is a new measure for 2010-11 and measures collectable overdue debt.
20. This is a new measure for 2010-11 and combines three measures previously provided separately.
21. The decrease in the 2010-11 Target/estimate is primarily due to a decrease in funding for the Standard Business Reporting program.

INCOME STATEMENT

Treasury Department	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1	133,564	196,742	263,084
User charges	2	12,806	17,121	7,917
Grants and other contributions	
Other revenue	
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		146,370	213,863	271,001
Expenses				
Employee expenses	3	88,156	95,075	98,451
Supplies and services	4	42,858	98,510	151,571
Grants and subsidies	5	..	1,667	..
Depreciation and amortisation	6	10,844	10,393	11,916
Finance/borrowing costs	
Other expenses	7	4,512	8,218	9,063
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		146,370	213,863	271,001
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Treasury Department	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	8	(3,095)	(1,495)	(9,094)
Equity adjustments (MoG transfers)	9	45	45	..
Total movement in equity for period		(3,050)	(1,450)	(9,094)

BALANCE SHEET

Treasury Department	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	10	7,929	13,052	10,499
Receivables		5,607	5,823	5,823
Other financial assets	
Inventories	
Other		2,024	2,127	2,193
Non-financial assets held for sale	
Total current assets		15,560	21,002	18,515
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	11	18,381	12,675	13,662
Intangibles	12	43,079	43,852	36,258
Other	
Total non-current assets		61,460	56,527	49,920
TOTAL ASSETS		77,020	77,529	68,435
CURRENT LIABILITIES				
Payables		3,590	3,752	3,752
Accrued employee benefits		5,160	5,129	5,129
Interest-bearing liabilities and derivatives	
Provisions	
Other		542	507	507
Total current liabilities		9,292	9,388	9,388
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		9,292	9,388	9,388
NET ASSETS/(LIABILITIES)		67,728	68,141	59,047
EQUITY				
Capital/contributed equity	13	33,202	33,952	24,858
Retained surplus/(accumulated deficit)	14	34,526	34,189	34,189
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		67,728	68,141	59,047

CASH FLOW STATEMENT

Treasury Department	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	15	133,564	197,242	263,084
User charges	16	12,806	19,391	7,917
Grants and other contributions	
Other	
Outflows:				
Employee costs	17	(88,156)	(95,675)	(98,451)
Supplies and services	18	(42,924)	(116,524)	(151,637)
Grants and subsidies	19	..	(1,667)	..
Borrowing costs	
Other	20	(4,512)	(7,418)	(9,063)
Net cash provided by/(used in) operating activities		10,778	(4,651)	11,850
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	21	(12,267)	(9,345)	(5,309)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(12,267)	(9,345)	(5,309)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	22	5,100	6,700	417
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	23	(8,195)	(8,195)	(9,511)
Net cash provided by/(used in) financing activities		(3,095)	(1,495)	(9,094)
Net increase/(decrease) in cash held		(4,584)	(15,491)	(2,553)
Cash at the beginning of financial year		12,499	28,529	13,052
Cash transfers from restructure	24	14	14	..
Cash at the end of financial year		7,929	13,052	10,499

ADMINISTERED INCOME STATEMENT

Treasury Department	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Revenues				
Commonwealth grants	25	15,657,445	17,021,888	15,703,914
Taxes, fees and fines	26	8,000,962	8,414,530	8,832,436
Health Services Levy	27	43,848	33,000	34,000
Royalties, property income and other territorial revenue	28	174,933	139,035	192,668
Interest	29	4,912	9,615	3,409
Administered revenue	30	4,004,887	4,363,280	4,736,334
Other	31	3,221	9,158	4,397
Total revenues		27,890,208	29,990,506	29,507,158
Expenses				
Supplies and services		131,855	131,855	132,106
Depreciation and amortisation	
Grants and subsidies	32	579,160	652,489	374,496
Benefit payments	
Borrowing costs	33	718,128	676,735	1,104,736
Other	34	2,611,344	2,965,198	3,151,996
Total expenses		4,040,487	4,426,277	4,763,334
Net surplus or deficit before transfers to Government		23,849,721	25,564,229	24,743,824
Transfers of administered revenue to Government	35	23,862,821	25,620,676	24,762,526
OPERATING SURPLUS/(DEFICIT)	36	(13,100)	(56,447)	(18,702)

ADMINISTERED BALANCE SHEET

Treasury Department	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	37	(65,481)	274,949	259,264
Receivables	38	378,579	418,987	420,153
Inventories	
Other	39	40,133	1,924	2,925
Non-financial assets held for sale	
Total current assets		353,231	695,860	682,342
NON-CURRENT ASSETS				
Receivables		140,847	146,644	138,554
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets		140,847	146,644	138,554
TOTAL ADMINISTERED ASSETS		494,078	842,504	820,896
CURRENT LIABILITIES				
Payables		36,120	34,484	34,484
Transfers to Government payable		37,035	162,322	161,983
Interest-bearing liabilities		4,043	10,425	10,787
Other		23,168	22,036	21,706
Total current liabilities		100,366	229,267	228,960
NON-CURRENT LIABILITIES				
Payables		1
Interest-bearing liabilities	40	15,807,941	12,861,840	20,370,509
Other	
Total non-current liabilities		15,807,942	12,861,840	20,370,509
TOTAL ADMINISTERED LIABILITIES		15,908,308	13,091,107	20,599,469
ADMINISTERED NET ASSETS/(LIABILITIES)		(15,414,230)	(12,248,603)	(19,778,573)
EQUITY				
Capital/Contributed equity	41	(15,459,630)	(12,254,698)	(19,765,966)
Retained surplus/(Accumulated deficit)	42	45,400	6,095	(12,607)
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL ADMINISTERED EQUITY		(15,414,230)	(12,248,603)	(19,778,573)

ADMINISTERED CASH FLOW STATEMENT

Treasury Department	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	43	4,004,887	4,273,893	4,736,334
Grants and other contributions	44	15,659,945	17,025,680	15,706,414
Taxes, fees and fines	45	8,000,962	8,364,531	8,813,578
Health Services Levy	46	43,848	33,000	34,000
Royalties, property income and other territorial revenues	47	174,933	139,035	192,668
Other		4,015	14,990	5,315
Outflows:				
Transfers to Government	48	(23,863,160)	(25,621,015)	(24,762,865)
Grants and subsidies	49	(579,160)	(652,489)	(374,496)
Supplies and services		(132,856)	(127,356)	(133,107)
Borrowing costs	50	(718,128)	(676,735)	(1,104,736)
Other	51	(2,609,717)	(2,911,699)	(3,133,138)
Net cash provided by/(used in) operating activities		(14,431)	(138,165)	(20,033)
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed		7,123	7,123	7,123
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made		517	652	785
Net cash provided by/(used in) investing activities		7,640	7,775	7,908
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	52	7,900,132	5,190,132	7,511,132
Equity injections	53	440,105	823,605	436,086
Outflows:				
Borrowing redemptions		(3,424)	(3,424)	(3,424)
Finance lease payments	
Equity withdrawals	54	(8,340,105)	(6,013,740)	(7,947,354)
Net cash provided by/(used in) financing activities		(3,292)	(3,427)	(3,560)
Net increase/(decrease) in cash held		(10,083)	(133,817)	(15,685)
Administered cash at beginning of financial year		(55,398)	408,766	274,949
Cash transfers from restructure	
Administered cash at end of financial year		(65,481)	274,949	259,264

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

1. The increase in the 2009-10 Estimated actual is due to the commencement of the Commercial Transactions Team (CTT) and funding for Queensland's contribution toward the establishment of a national e-conveyancing body. The further increase in the 2010-11 Estimate is due to funding for the CTT and for employee expenses associated with the Enterprise Bargaining Agreement. This is partially offset by one-off funding in 2009-10 for Queensland's contribution toward the establishment of a National e-Conveyancing Body and an additional efficiency dividend.
2. The increase in the 2009-10 Estimated actual is due to corporate support revenue from CorpTech and revenue relating to reimbursements of costs incurred on behalf of the Office of Liquor and Gaming Regulation (OLGR) and Office of Racing. The subsequent decrease in the 2010-11 Estimate is due to the cessation of corporate support revenue from CorpTech and the cessation of cost reimbursements from OLGR and the Office of Racing.
3. The increase in the 2009-10 Estimated actual is due to costs associated with CTT employees and costs incurred on behalf of OLGR and Office of Racing. The further increase in the 2010-11 Estimate is due to costs associated with the Enterprise Bargaining Agreement, partially offset by the cessation of costs incurred on behalf of OLGR and the Office of Racing.
4. The increase in the 2009-10 Estimated actual is primarily in CTT, including costs for services provided by commercial, legal, accounting, tax and other technical advisors. Also contributing is costs associated with various other projects. The further increase in the 2010-11 Estimate is due to increased costs in CTT, primarily associated with the Queensland Rail Initial Public Offering. This increase is partially offset by the completion of other projects.
5. The increase in the 2009-10 Estimated actual and the subsequent decrease in the 2010-11 Estimate reflects Queensland's contribution toward the establishment of a national e-conveyancing body in 2009-10.
6. The decrease in the 2009-10 Estimated actual is primarily due to delays in corporate ICT projects, resulting in delays in incurring depreciation. The subsequent increase in the 2010-11 Estimate is a result of depreciation and amortisation on additional capital expenditure on the Revenue Management System (RMS) and corporate ICT projects.
7. The increase in the 2009-10 Estimated actual primarily relates to advertising costs incurred by the CTT. The further increase in the 2010-11 Estimate is due to advertising costs relating to the CTT and the 2011 census awareness campaign.

Statement of changes in equity

4. The movements in the equity injection/(withdrawal) in the 2009-10 Adjusted Budget, the 2009-10 Estimated actual and the 2010-11 Estimate primarily reflect equity adjustments relating to the RMS program of work.
5. The equity adjustments MoG transfers in the 2009-10 Adjusted Budget and the 2009-10 Estimated actual represent the MoG transfer of the Planning and Information Forecasting Unit (PIFU) from the Department of Infrastructure and Planning (DIP) on 1 August 2009.

Balance sheet

10. The increase in the 2009-10 Estimated actual is mainly due to delays in capital expenditure on corporate ICT projects and leasehold improvement work. The decrease in the 2010-11 Estimate is primarily due to cash reserves being used to fund capital expenditure.
11. The decrease in the 2009-10 Estimated actual is due to delays in corporate ICT projects and delays in undertaking leasehold improvement work. The subsequent increase in the 2010-11 Estimate reflects corporate ICT projects and leasehold improvement work planned for 2010-11.
12. The decrease in the 2010-11 Estimate is primarily due to amortisation on the RMS, partially offset by additional capital expenditure on the RMS.
13. The increase in the 2009-10 Estimated actual reflects a reclassification between the Capital/contributed equity and Retained surplus/(accumulated deficit) identified in the 2008-09 financial statements. The decrease in the 2010-11 Estimate is mainly due to equity adjustments relating to the RMS program of work.
14. The decrease in the 2009-10 Estimated actual reflects a reclassification between Capital/contributed equity and Retained surplus/(accumulated deficit), partially offset by a higher opening balance as a result of the 2008-09 operating surplus.

Cash flow statement

15. The increase in the 2009-10 Estimated actual is due to the commencement of the Commercial Transactions Team (CTT) and funding for Queensland's contribution toward the establishment of a national e-conveyancing body. The further increase in the 2010-11 Estimate is due to funding for the CTT and for employee costs associated with the Enterprise Bargaining Agreement. This is partially offset by one-off funding in 2009-10 for Queensland's contribution toward the establishment of a National e-Conveyancing Body and an additional efficiency dividend.
16. The increase in the 2009-10 Estimated actual is due to user charges from CorpTech and inflows relating to reimbursements of costs incurred on behalf of OLGR and Office of Racing. The subsequent decrease in the 2010-11 Estimate is due to the cessation of user charges from CorpTech and the cessation of cost reimbursements from OLGR and Office of Racing.
17. The increase in the 2009-10 Estimated actual is due to costs associated with CTT employees and costs incurred on behalf of OLGR and Office of Racing. The further increase in the 2010-11 Estimate is due to costs associated with the Enterprise Bargaining Agreement, partially offset by the cessation of costs incurred on behalf of OLGR and Office of Racing.
18. The increase in the 2009-10 Estimated actual is primarily in CTT, including costs for services provided by commercial, legal, accounting, tax and other technical advisors. Also contributing is costs associated with various other projects and costs incurred on behalf of OLGR and Office of Racing. The further increase in the 2010-11 Estimate is due to increased costs in CTT, primarily associated with the Queensland Rail Initial Public Offering. This is partially offset by the completion of other projects and the cessation of costs incurred on behalf of OLGR and Office of Racing.
19. The increase in the 2009-10 Estimated actual and the subsequent decrease in the 2010-11 Estimate reflects Queensland's contribution toward the establishment of a national e-conveyancing body in 2009-10.

20. The increase in the 2009-10 Estimated actual primarily relates to advertising costs relating to the CTT. The further increase in the 2010-11 Estimate is due to advertising costs incurred by CTT and the 2011 census awareness campaign.
21. The decrease in the 2009-10 Estimated actual is due to delays in corporate ICT projects and leasehold improvement work from 2009-10 to 2010-11. The further decrease in the 2010-11 Estimate is due to a reduction in capital expenditure on RMS development, partially offset by the corporate ICT projects and leasehold improvement work deferred from 2009-10 to 2010-11.
22. Equity injections primarily reflect the level of investments by the State in the development of the RMS.
23. Equity withdrawals mainly relate to the return of amortisation funding on the RMS.
24. Cash transfers from restructure in 2009-10 represents the cash transferred from DIP as a result of the MoG transfer of the PIFU on 1 August 2009.

Administered income statement

25. The increase in the 2009-10 Estimated actual is primarily due to an increase in the Australian Government's estimate of the 2009-10 GST pool and additional road funding. The decrease in the 2010-11 Estimate reflects the winding down of Australian Government funding for Economic Stimulus Measures.
26. The increase in the 2009-10 Estimated actual is largely due to increased property market activity, resulting in increased taxation revenue from transfer duty. The increase in the 2010-11 Estimate is the result of the forecast continued recovery from the economic downturn which is expected to increase taxation revenue from property and motor vehicle transfers and payroll tax.
27. The lower Health Services Levy revenue in the 2009-10 Estimated actual reflects lower than expected gaming machine activity in hotels.
28. These amounts reflect Competitive Neutrality Fees (CNF) charged on lending by Queensland Treasury Corporation to Government owned corporations. The decrease in the 2009-10 Estimated actual reflects both a reduction in credit margins and the deduction provided to Government owned corporations to offset the fee applicable on the Australian Government guarantee of State borrowings. The increase in the 2010-11 Estimate predominantly relates to the resetting of CNF margins on energy distributors following Australian Energy Regulator determination outcomes.
29. The increase in the 2009-10 Estimated actual and subsequent decrease in the 2010-11 Estimate is due to higher than usual earnings in 2009-10 relating to the Treasurer's Unclaimed Moneys Fund investment and State working capital facility.
30. Administered appropriation is received from the Consolidated Fund to fund administered expenses. Material changes in administered expenses are outlined in Notes 32 to 34.
31. The increase in the 2009-10 Estimated actual is due to higher than forecast receipts of monies remaining unclaimed after two years from Treasurer's Unclaimed Moneys Fund and for receipts under the *Criminal Proceeds Confiscation Act 2002*.
32. The increase in the 2009-10 Estimated actual mainly relates to South East Queensland (SEQ) Water Grid Manager grants and Community Investment Fund (CIF) grants as well as higher than expected Australian Government funded First Home Owners Boost payments, partially offset by lower than expected State funded First Home Owner grants payments, lower than expected Queensland Fuel Subsidy Scheme payments and revised funding estimates for Natural Disaster Relief Rural Assistance payments to the Queensland Rural Adjustment Authority. The subsequent decrease in the 2010-11 Estimate is due to the finalisation of the Australian Government funded First Home Owner Boost payments during 2009-10, lower expected State funded First Home Owner Grant payments, a decrease in grants to SEQ Water Grid Manager (the 2009-10 payments include amounts from 2008-09), and reduced CIF grants following a change to the funding source of a number of grants.
33. The decrease in the 2009-10 Estimated actual primarily relates to higher revenues from Australian Government grants and other revenue sources during 2009-10 reducing the requirement for borrowings. The subsequent increase in 2010-11 mainly relates to expected borrowings in support of the Government's capital works program.
34. The increase in the 2009-10 Estimated actual mainly relates to an increase in the State's share of superannuation beneficiary payments and transfer duty payments in accordance with legislative provisions. The subsequent increase in the 2010-11 Estimate is due to a further increase in the State's share of superannuation beneficiary payments and an increase in Annual Leave Central Scheme payments.
35. This represents revenues collected on behalf of the Queensland Government which are transferred to the Consolidated Fund. Material changes in administered revenues are outlined in Notes 25 to 29 and Note 31.
36. Revised estimated timing of Government gaming machine licence sales and a general reduction in gambling and casino taxes have resulted in lower expected revenue to the CIF in both 2009-10 and 2010-11. This has resulted in Treasury Administered operating deficits in both years.

Administered balance sheet

37. Treasury, in its capacity as the manager of the State's finances, operates a bank account facility, including an overdraft, offset by departmental cash holdings.
38. The increase in the 2009-10 Estimated actual predominantly reflects higher than budgeted levels of State taxation revenue.
39. The 2009-10 Budget included an amount of prepayments relating to the Queensland Fuel Subsidy Scheme. This Scheme was abolished from 1 July 2009.
40. The decrease in the 2009-10 Estimated actual primarily relates to higher revenues from Australian Government Grants and Taxes, Fees and Fines during 2009-10 reducing the requirement for borrowings. The subsequent increase in 2010-11 mainly relates to borrowings in support of the Government's capital works program.
41. Contributed equity primarily represents the transfer to the Consolidated Fund of proceeds of borrowings.
42. The decrease in the 2009-10 Estimated actual and the further decrease in the 2010-11 Estimate reflect the 2009-10 and 2010-11 operating deficits as discussed in Note 36.

Administered cash flow statement

43. Administered appropriation is received from the Consolidated Fund to fund administered expenses. Material changes in administered expenses are outlined in Notes 49 to 51.
44. The increase in the 2009-10 Estimated actual is primarily due to an increase in the Australian Government's estimate of the 2009-10 GST pool and additional road funding. The decrease in the 2010-11 Estimate reflects the winding down of Australian Government funding for Economic Stimulus Measures.
45. The increase in the 2009-10 Estimated actual is largely due to increased property market activity, resulting in increased taxation revenue from transfer duty. The increase in the 2010-11 Estimate is the result of the forecast continued recovery from the economic downturn which is expected to increase taxation revenue from property and motor vehicle transfers and payroll tax.
46. The lower Health Services Levy revenue in the 2009-10 Estimated actual reflects lower than expected gaming machine activity in hotels.
47. These amounts reflect Competitive Neutrality Fees (CNF) charged on lending by Queensland Treasury Corporation to Government owned corporations. The decrease in the 2009-10 Estimated actual reflects both a reduction in credit margins and the deduction provided to Government owned corporations to offset the fee applicable on the Australian Government guarantee of State borrowings. The increase in the 2010-11 Estimate predominantly relates to the resetting of CNF margins on energy distributors following Australian Energy Regulator determination outcomes.
48. This represents revenues collected on behalf of the Queensland Government which are transferred to the Consolidated Fund. Material changes in administered revenues are outlined in Notes 44 to 47.
49. The increase in the 2009-10 Estimated actual mainly relates to South East Queensland (SEQ) Water Grid Manager grants and Community Investment Fund (CIF) grants as well as higher than expected Australian Government funded First Home Owners Boost payments, partially offset by lower than expected State funded First Home Owner grants payments, lower than expected Queensland Fuel Subsidy Scheme payments and revised funding estimates for Natural Disaster Relief Rural Assistance payments to the Queensland Rural Adjustment Authority. The subsequent decrease in the 2010-11 Estimate is due to the finalisation of the Australian Government funded First Home Owner Boost payments during 2009-10, lower expected State funded First Home Owner Grant payments, a decrease in grants to SEQ Water Grid Manager (the 2009-10 payments include amounts from 2008-09), and reduced CIF grants following a change to the funding source of a number of grants.
50. The decrease in the 2009-10 Estimated actual primarily relates to higher revenues from Australian Government grants and other revenue sources during 2009-10 reducing the requirement for borrowings. The subsequent increase in 2010-11 mainly relates to borrowings in support of the Government's capital works program.
51. The increase in the 2009-10 Estimated actual mainly relates to an increase in the State's share of superannuation beneficiary payments and transfer duty payments in accordance with legislative provisions. The subsequent increase in the 2010-11 Estimate is due to a further increase in the State's share of superannuation beneficiary payments and an increase in Annual Leave Central Scheme payments.
52. In its capacity as manager of the State's finances, Treasury expects to borrow \$5.190 billion in 2009-10 and \$7.511 billion in 2010-11 in support of the Government's capital works program.
53. The increase in the 2009-10 Estimated actual relates to the transfer of funds from the Queensland Future Growth Fund to the Queensland Manufactured Water Authority (WaterSecure) and Queensland Water Infrastructure. As the administering department, drawdowns from the Queensland Future Growth Fund pass through Treasury Administered as an equity injection and a subsequent equity withdrawal. The reduction in 2010-11 relates to a lower level of expected transfers from the Queensland Future Growth Fund.
54. This reflects the sum of the expected transfers from the Queensland Future Growth Fund as outlined in note 53 and the transfer of expected whole of Government borrowings requirements as outlined in Note 52.

Statutory Bodies

Motor Accident Insurance Commission/ Nominal Defendant

OVERVIEW

The Motor Accident Insurance Commission (MAIC) and the Nominal Defendant statutory bodies contribute to the motor accident insurance administration service. MAIC regulates the Queensland compulsory third party (CTP) insurance scheme and manages the Nominal Defendant fund.

A key focus of this service is to maintain a viable CTP insurance scheme that is affordable to motor vehicle owners with the backing of a fully funded Nominal Defendant scheme for uninsured or unidentified motor vehicles.

MAIC, including the Nominal Defendant, contributes to the Government's *Toward Q2: Tomorrow's Queensland* Fair ambition – *Supporting safe and caring communities* – by maintaining a viable CTP scheme balanced with reasonable and appropriate compensation to the injured. It also contributes to the Smart ambition – *Delivering world class education and training* by providing funds for research and education in injury prevention and rehabilitation, and a Healthy Queensland by investing in research to improve road safety interventions and service delivery for people injured in motor vehicle accidents.

MAIC and the Nominal Defendant achieve these ambitions by:

- licensing, supervising and monitoring the financial strength of insurers' CTP operations
- setting premium bands and recommending scheme levies based on research and independent actuarial analyses
- promoting, assessing and, where appropriate, funding education and research activities to minimise injuries, mitigate the effects of motor vehicle accidents and monitor the provision of rehabilitation services.

The Nominal Defendant acts as a CTP insurer where damages are claimed for personal injury arising from the liability of unidentified and/or uninsured motor vehicles and meeting the cost of claims of an insolvent CTP insurer.

REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Recent achievements

Significant recent achievements include:

- monitoring the impact of recent claim trends on premium rates, resulting in recommendations for scheme improvements
- completing further actuarial analysis associated with the cost of a no-fault lifetime care and support scheme.

Future developments

In 2010-11, MAIC will focus on the following major initiatives:

- using the results of actuarial analyses to consider the feasibility of a lifetime care and support scheme in CTP
- implementation of changes to enhance the CTP scheme.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Setting of premium bands within legislated timeframes	1	100%	100%	100%
Recommendation to the Treasurer of annual CTP levies by legislated timeframes	2	100%	100%	100%
Funds expended on grants per registered vehicle	3	\$0.50	\$0.37	\$0.52
Number of Nominal Defendant claims finalised as a percentage of total outstanding claims		50%	50%	50%
Percentage of Nominal Defendant claims settled within two years of compliance	4	New measure	45%	50%
Percentage of Nominal Defendant claims with General Damages paid within 60 days of the settlement date	4	New measure	95%	95%
State contribution (\$'000)	
Other revenue (\$'000)	5	83,319	142,011	113,397
Total cost (\$'000)	6	70,286	14,485	69,658

Notes:

1. This service standard description has been amended since the publication of the 2009-10 Service Delivery Statement to better reflect the functions of the *Motor Accident Insurance Act 1994*.
2. This service standard description has been amended since the publication of the 2009-10 Service Delivery Statement to make the measure clearer and more accurate.
3. The decrease in the 2009-10 Estimated actual is primarily due to an increase in the Commission's operating expenses and a decrease in the estimated number of registered vehicles for 2009-10.
4. These service standard descriptions have been amended since publication of the 2009-10 Service Delivery Statement to be more consistent with industry benchmarks.
5. The increase in the 2009-10 Estimated actual is due to higher than expected returns on Queensland Investment Corporation (QIC) investments. The subsequent decrease in the 2010-11 Target/estimate is due to the expected return to average rates of return estimated by QIC.
6. The decrease in the 2009-10 Estimated actual is due to the receipt of FAI-Tail dividends. The subsequent increase in the 2010-11 Target/Estimate is due to no FAI-Tail dividends forecast to be received.

INCOME STATEMENT

Motor Accident Insurance Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	
Grants and other contributions	
Other revenue	1	11,261	16,394	14,283
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		11,261	16,394	14,283
Expenses				
Employee expenses		2,556	2,344	2,540
Supplies and services	2	1,615	2,216	1,813
Grants and subsidies	3	5,400	5,400	6,000
Depreciation and amortisation		62	62	40
Finance/borrowing costs	
Other expenses		140	157	136
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		9,773	10,179	10,529
OPERATING SURPLUS/(DEFICIT)	4	1,488	6,215	3,754

STATEMENT OF CHANGES IN EQUITY

Motor Accident Insurance Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		1,488	6,215	3,754
Total recognised income and expense for the period		1,488	6,215	3,754
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		1,488	6,215	3,754

BALANCE SHEET

Motor Accident Insurance Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		952	1,000	1,000
Receivables		599	232	232
Other financial assets	5	27,763	36,327	40,086
Inventories	
Other		3
Non-financial assets held for sale	
Total current assets		29,317	37,559	41,318
NON-CURRENT ASSETS				
Receivables	6	500
Other financial assets		10,500	10,500	10,500
Property, plant and equipment		8	52	99
Intangibles		32	32	..
Other	
Total non-current assets		11,040	10,584	10,599
TOTAL ASSETS		40,357	48,143	51,917
CURRENT LIABILITIES				
Payables		582	494	513
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		582	494	513
NON-CURRENT LIABILITIES				
Payables		46	52	53
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		46	52	53
TOTAL LIABILITIES		628	546	566
NET ASSETS/(LIABILITIES)		39,729	47,597	51,351
EQUITY				
Capital/contributed equity	7	164
Retained surplus/(accumulated deficit)	8	23,690	31,697	35,451
Reserves:				
- Asset revaluation reserve	
- Other (Income maintenance & grants reserve)		15,875	15,900	15,900
TOTAL EQUITY		39,729	47,597	51,351

CASH FLOW STATEMENT

Motor Accident Insurance Commission	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	
Grants and other contributions	
Other	9	11,247	16,392	14,283
Outflows:				
Employee costs		(2,544)	(2,332)	(2,527)
Supplies and services	10	(1,616)	(2,188)	(1,806)
Grants and subsidies	11	(5,400)	(5,400)	(6,000)
Borrowing costs	
Other		(140)	(157)	(136)
Net cash provided by/(used in) operating activities		1,547	6,315	3,814
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	12	..	500	..
Outflows:				
Payments for property, plant and equipment and intangibles		..	(44)	(55)
Payments for investments	13	(1,547)	(6,141)	(3,759)
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,547)	(5,685)	(3,814)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		..	630	..
Cash at the beginning of financial year		952	370	1,000
Cash transfers from restructure	
Cash at the end of financial year		952	1,000	1,000

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

1. The increase in the 2009-10 Estimated actual is due to a higher than expected rate of return on Queensland Investment Corporation (QIC) investments
2. The increase in the 2009-10 Estimated actual is due to the engagement of consultants to undertake the Compulsory Third Party (CTP) scheme review. The decrease in the 2010-11 Estimate is due to completion of consultancies for the CTP scheme review.
3. The increase in the 2010-11 Estimate is the result of a higher funding agreement with the University of Queensland for the Centre of National Research on Disability and Rehabilitation Medicine.
4. The increase in the 2009-10 Estimated actual is due to higher than expected rates of return on QIC investments.

Balance sheet

5. The increase in the 2009-10 Estimated actual and 2010-11 Estimate reflects returns on QIC investments.
6. The decrease in the 2009-10 Estimated actual is due to a grant loan receivable being written-off.
7. The decrease in the 2009-10 Estimated actual is due to a reclassification required in the 2008-09 audited financial statements.
8. The increase in the 2009-10 Estimated actual and 2010-11 Estimate reflects positive returns on QIC investments.

Cash flow statement

9. The increase in the 2009-10 Estimated actual is due to a higher than expected rate of return on QIC investments.
10. The increase in the 2009-10 Estimated actual is due to the engagement of consultants to undertake the CTP scheme review. The decrease in the 2010-11 Estimate is due to the completion of consultancies for the CTP scheme review.
11. The increase in the 2010-11 Estimate is the result of a higher funding agreement with the University of Queensland for the Centre of National Research on Disability and Rehabilitation Medicine.
12. The increase in the 2009-10 Estimated actual and decrease in the 2010-11 Estimate is due to a grant loan receivable being written off.
13. The increase in the 2009-10 Estimated actual is due to higher than expected returns from QIC investments.

INCOME STATEMENT

Nominal Defendant	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	
Grants and other contributions	
Other revenue	1	72,058	125,617	99,114
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		72,058	125,617	99,114
Expenses				
Employee expenses		1,193	1,025	1,140
Supplies and services		59,253	59,194	57,957
Grants and subsidies	
Depreciation and amortisation		40	44	4
Finance/borrowing costs	
Other expenses	2	27	(55,957)	28
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		60,513	4,306	59,129
OPERATING SURPLUS/(DEFICIT)	3	11,545	121,311	39,985

STATEMENT OF CHANGES IN EQUITY

Nominal Defendant	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		11,545	121,311	39,985
Total recognised income and expense for the period		11,545	121,311	39,985
Equity injection/(withdrawal)	4	..	(16,583)	..
Equity adjustments (MoG transfers)	
Total movement in equity for period		11,545	104,728	39,985

BALANCE SHEET

Nominal Defendant	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		2,021	2,000	2,000
Receivables		1,845	197	197
Other financial assets	5	76,336	77,665	87,665
Inventories	
Other		4
Non-financial assets held for sale	
Total current assets		80,206	79,862	89,862
NON-CURRENT ASSETS				
Receivables	
Other financial assets	6	264,717	385,696	433,167
Property, plant and equipment		12	23	39
Intangibles	
Other	
Total non-current assets		264,729	385,719	433,206
TOTAL ASSETS		344,935	465,581	523,068
CURRENT LIABILITIES				
Payables		454	455	461
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	7	47,775	41,384	44,704
Other		31,984	29,812	30,707
Total current liabilities		80,213	71,651	75,872
NON-CURRENT LIABILITIES				
Payables		10	17	18
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions		176,627	165,536	178,816
Other	
Total non-current liabilities		176,637	165,553	178,834
TOTAL LIABILITIES		256,850	237,204	254,706
NET ASSETS/(LIABILITIES)		88,085	228,377	268,362
EQUITY				
Capital/contributed equity	8	78,476	58,037	58,037
Retained surplus/(accumulated deficit)	9	9,609	170,340	210,325
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		88,085	228,377	268,362

CASH FLOW STATEMENT

Nominal Defendant	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	
Grants and other contributions	
Other	10	72,990	146,402	100,009
Outflows:				
Employee costs		(1,189)	(1,021)	(1,135)
Supplies and services		(59,242)	(59,102)	(57,955)
Grants and subsidies	
Borrowing costs	
Other	11	20,121	55,320	16,572
Net cash provided by/(used in) operating activities		32,680	141,599	57,491
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		..	(16)	(20)
Payments for investments	12	(32,680)	(125,166)	(57,471)
Loans and advances made	
Net cash provided by/(used in) investing activities		(32,680)	(125,182)	(57,491)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	13	..	(16,583)	..
Net cash provided by/(used in) financing activities		..	(16,583)	..
Net increase/(decrease) in cash held		..	(166)	..
Cash at the beginning of financial year		2,021	2,166	2,000
Cash transfers from restructure	
Cash at the end of financial year		2,021	2,000	2,000

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

1. The increase in the 2009-10 Estimated actual is due to a higher than expected rate of return on Queensland Investment Corporation (QIC) investments.
2. The decrease in the 2009-10 Estimated actual is a result of FAI-Tail dividends received and partly reimbursed to Government. The increase in the 2010-11 Estimate is due to nil FAI-Tail dividends forecast to be received in 2010-11.
3. The increase in the 2009-10 Estimated actual is due to higher than expected rates of return on QIC investments and unbudgeted FAI-Tail dividends.

Statement of changes in equity

4. The decrease in the 2009-10 Estimated actual is a result of reimbursement to Government for the FAI-Tail dividends. The increase in the 2010-11 Estimate is a result of no projected reimbursements to Government from FAI-Tail dividends.

Balance sheet

5. The increase in the 2010-11 Estimate reflects expected positive returns on QIC investments.
6. The increase in the 2009-10 Estimated actual and the 2010-11 Estimate is a result of higher than expected investment earnings from QIC and reclassification of the current/non-current investments to align with the apportionment of the Nominal Defendant outstanding claims provision as per actuarial calculation.
7. The decrease in the 2009-10 Estimated actual is a result of the audited opening balance of non-current outstanding claim provision.
8. The decrease in the 2009-10 Estimated actual reflects FAI-Tail dividends received and reimbursed to Government through non-appropriated equity withdrawals.
9. The increase in the 2009-10 Estimated actual is due to higher than expected rates of return on QIC investments and unbudgeted FAI-Tail dividends.

Cash flow statement

10. The increase in the 2009-10 Estimated actual is due to a higher than expected rate of return on QIC investments.
11. The increase in the 2009-10 Estimated actual is a result of FAI-Tail dividends received and partly reimbursed to Government. The decrease in the 2010-11 Estimate is due to nil forecast for reimbursement to Government from FAI-Tail dividends.
12. The increase in the 2009-10 Estimated actual is due to higher than expected returns from QIC investments.
13. The increase in the 2009-10 Estimated actual is a result of a reimbursement to Government for FAI-Tail dividends. The decrease in the 2010-11 Estimate is a result of a nil projected reimbursement to Government from FAI-Tail dividends.

Queensland Future Growth Corporation

OVERVIEW

The Queensland Future Growth Corporation was created as a corporation sole under the *Future Growth Fund Act 2006* to administer the Queensland Future Growth Fund (the Fund).

The Fund supports initiatives and infrastructure benefiting Queensland by:

- implementing strategies to secure water supply and providing funding for water infrastructure
- providing funding for infrastructure projects that support the State's growth, particularly in the areas of transport, housing and commercial infrastructure
- supplying funds to research and develop innovative technologies that address climate change and proactively advance the State's environmental sustainability.

The Fund directly contributes to the Government's *Toward Q2: Tomorrow's Queensland* Strong ambition – *Creating a diverse economy powered by bright ideas*.

REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

Recent achievements

Significant recent achievements include allocation of an estimated \$658.8 million toward transport and water infrastructure, clean coal technology, climate change and Smart State projects, commercial infrastructure and social housing stock in 2009-10. The Fund also benefited from reinjecting interest earnings on the fund balance.

Future developments

The Fund will continue to contribute to the following key priorities with an estimated \$362.6 million allocated to projects in 2010-11:

- constructing water and transport infrastructure
- funding for clean coal technology that will make a proactive and positive contribution to the science and technology of reducing carbon emissions
- funding for climate change initiatives such as the Solar Hot Water Rebate Scheme energy conservation and demand management measures to reduce peak electricity demand in Queensland and grants for a range of renewable energy projects

- contributing further towards Smart State projects, including the Innovation Building Fund. The 2010-11 allocation also provides funding towards the Life Sciences Partnership Fund – a venture capital fund between the Government, global biopharmaceutical company Eli Lilly and other strategic investors that will be based in Brisbane and help make Queensland a key biotechnology hub
- funding for priority works on the Mount Isa rail line to facilitate capacity growth and develop the North West Minerals Province
- continuing to provide funding to expand the State’s social housing stock.

The Fund will also continue to benefit from the reinjection of interest earnings on the Fund balance.

Queensland Future Growth Fund projects	Total allocation \$'000	2006-07 Actual \$'000	2007-08 Actual \$'000	2008-09 Actual \$'000	2009-10 Budget \$'000	2009-10 Est. Act. \$'000	2010-11 Estimate \$'000
Transport infrastructure	500,000	..	149,300	153,600	135,100	125,600	3,700
Water infrastructure	1,000,000	557,200	14,800	278,700	73,400
Clean coal technology	300,000	29,600	22,400	46,900	19,000	16,600	4,700
Climate change projects	100,000	3,000	43,200	26,200	43,200
Smart State projects	128,100	..	6,800	20,000	23,200	700	80,900 ¹
Commercial infrastructure including Government-owned corporations	600,000	400,000	..	50,000	50,000	71,000	66,700
Social housing stock	500,000	..	85,000	125,000	140,000	140,000	90,000
Total	3,128,100	429,600	263,500	955,700	425,300	658,800	362,600

Note:

1. Allocation includes the forecast conversion of US\$25 million to A\$ relating to funding towards the Life Sciences Partnership Fund. The actual drawdown amount from the Queensland Future Growth Fund will be based on the conversion of US\$ to A\$ on the day of the drawdown and therefore, will differ from the forecast allocation.

STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Fund administered in accordance with government guidelines		100%	100%	100%
Allocation of funds to projects within the intended scope of the Fund		100%	100%	100%
Provision of funding in accordance with project cash flow		100%	100%	100%
<hr/>				
State contribution (\$'000)	
Other revenue (\$'000)	1	57,367	49,034	38,391
Total cost (\$'000)	2	1,881	693	..

Notes:

1. Other revenue reflects forecast interest earnings on the Fund balance. The decrease in interest earnings is due to a reduced fund balance in 2010-11 as funds are allocated to projects.
2. Total cost largely reflects administration charges payable to the Queensland Treasury Corporation (QTC) to manage the Fund's investments. The decrease in total costs reflects the Fund's cash balances now being held in an at call facility with a commercial bank.

INCOME STATEMENT

Queensland Future Growth Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
User charges	
Grants and other contributions	
Other revenue	1	57,367	49,034	38,391
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		57,367	49,034	38,391
Expenses				
Employee expenses	
Supplies and services	2	1,881	693	..
Grants and subsidies	
Depreciation and amortisation	
Finance/borrowing costs	
Other expenses	
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		1,881	693	..
OPERATING SURPLUS/(DEFICIT)		55,486	48,341	38,391

STATEMENT OF CHANGES IN EQUITY

Queensland Future Growth Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		55,486	48,341	38,391
Total recognised income and expense for the period		55,486	48,341	38,391
Equity injection/(withdrawal)		(425,291)	(658,791)	(362,637)
Equity adjustments (MoG transfers)	
Total movement in equity for period		(369,805)	(610,450)	(324,246)

BALANCE SHEET

Queensland Future Growth Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets		1,316,546	1,107,626	783,380
Receivables	
Other financial assets	
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		1,316,546	1,107,626	783,380
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets	
TOTAL ASSETS		1,316,546	1,107,626	783,380
CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities	
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES	
NET ASSETS/(LIABILITIES)		1,316,546	1,107,626	783,380
EQUITY				
Capital/contributed equity	3	1,000,029	766,529	403,892
Retained surplus/(accumulated deficit)		316,517	341,097	379,488
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		1,316,546	1,107,626	783,380

CASH FLOW STATEMENT

Queensland Future Growth Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	
Grants and other contributions	
Other	4	57,367	49,034	38,391
Outflows:				
Employee costs	
Supplies and services	5	(1,881)	(712)	..
Grants and subsidies	
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities		55,486	48,322	38,391
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	6	150,000	150,000	..
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		150,000	150,000	..
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	7	(425,291)	(658,791)	(362,637)
Net cash provided by/(used in) financing activities		(425,291)	(658,791)	(362,637)
Net increase/(decrease) in cash held		(219,805)	(460,469)	(324,246)
Cash at the beginning of financial year		1,536,351	1,568,095	1,107,626
Cash transfers from restructure	
Cash at the end of financial year		1,316,546	1,107,626	783,380

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

1. This reflects forecast interest earnings on the Fund balance. The decrease in interest earnings is due to a reduced fund balance in 2010-11 as funds are allocated to projects.
2. This primarily reflects administration charges payable to manage the Fund's investments.

Balance sheet

3. The decrease reflects the drawdown of funds provided to agencies for expenditure on Queensland Future Growth Fund projects.

Cash flow statement

4. This reflects forecast interest earnings on the Fund balance. The decrease in interest earnings is due to a reduced fund balance in 2010-11 as funds are allocated to projects.
5. This primarily reflects administration charges payable to QTC to manage the Fund's investments
6. This reflects investments in fixed rate deposits with QTC that matured in 2009-10.
7. This reflects the drawdown of funds provided to agencies for expenditure on Queensland Future Growth Fund projects.

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Glossary of Terms

Accrual Accounting — Recognition of economic events and other financial transactions involving revenue, expenses, assets, liabilities and equity as they occur and reporting in financial statements in the period to which they relate, rather than when a flow of cash occurs.

Administered Items — Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the Government.

Agency/Entity — Used generically to refer to the various organisational units within Government that deliver services or otherwise service Government objectives. The term can include departments, commercialised business units, statutory bodies or other organisations established by Executive decision.

Appropriation — Funds issued by the Treasurer, under Parliamentary authority, to agencies during a financial year for:

- delivery of agreed services
- administered items
- adjustment of the Government’s equity in agencies, including acquiring of capital.

Balance Sheet — A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.

Capital — A term used to refer to an entity’s stock of assets and the capital grants it makes to other agencies. Assets include property, plant and equipment, intangible items and inventories that an entity owns/controls and uses in the delivery of services.

Cash Flow Statement — A financial statement reporting the cash inflows and outflows for an entity’s operating, investing and financing activities in a particular period.

Controlled Items — Assets, liabilities, revenues and expenses that are controlled by departments. These relate directly to the departmental operational objectives and arise at the discretion and direction of that department.

Depreciation — The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.

Equity	— Equity is the residual interest in the assets of the entity after deduction of its liabilities. It usually comprises the entity’s accumulated surpluses/losses, capital injections and any reserves.
---------------	--

Equity Injection	— An increase in the investment of the Government in a public sector agency.
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Financial Statements	— Collective description of the Income Statement, the Balance Sheet and the Cash Flow Statement for an entity’s controlled and administered activities.
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Income Statement	— A financial statement highlighting the accounting surplus or deficit of an entity. It provides an indication of whether the entity has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation.
-------------------------	--

Outcomes	— Whole-of-government outcomes are intended to cover all dimensions of community well being. They express the current needs and future aspirations of communities, within a social, economic and environment context.
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Own-Source Revenue	— Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.
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Priorities	— Key policy areas that will be the focus of Government activity.
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Services	— The actions or activities (including policy development) of an agency which contribute to the achievement of the agency’s objectives.
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For a more detailed Glossary of Terms, please refer to the Reader’s Guide available on the Budget website at www.budget.qld.gov.au.

Service Delivery Statements

Book 1	Book 2	Book 3	Book 4	Book 5
Department of the Premier and Cabinet Office of the Governor Public Service Commission Queensland Audit Office Department of Community Safety Department of Police Department of Justice and Attorney-General Electoral Commission of Queensland Office of the Ombudsman Public Trust Office	Department of Employment, Economic Development and Innovation Department of Infrastructure and Planning Department of Transport and Main Roads Department of Public Works	Department of Communities Department of Education and Training Department of Health Department of Environment and Resource Management Treasury Department	 Legislative Assembly of Queensland	Appendix – Discontinued performance measures



Queensland
Government

State Budget 2010–11

Service Delivery Statements

Book 3

www.budget.qld.gov.au

State Budget 2010–11



Service Delivery Statements

Book 4 – Legislative Assembly of Queensland

2010–11 State Budget Papers

- 1. Budget Speech**
- 2. Budget Strategy and Outlook**
- 3. Capital Statement**
- 4. Budget Measures**
- 5. Service Delivery Statements**

Budget Highlights

This suite of Budget Papers is similar to that published in 2009–10.

The Budget Papers are available online at www.budget.qld.gov.au. They can be purchased through the Queensland Government Bookshop – individually or as a set – by phoning 1800 801 123 or at www.bookshop.qld.gov.au

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Service Delivery Statements
Book 4
Legislative Assembly of Queensland
ISSN 1445-4890 (Print)
ISSN 1445-4904 (Online)

PART 20

Legislative Assembly of Queensland

Summary of Budget

Agency	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Legislative Assembly	73,284	75,274	76,564

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL OVERVIEW

STRATEGIC ISSUES

The Legislative Assembly of Queensland consists of 89 Members who discharge a range of important legislative and constituency responsibilities.

Legislative responsibilities refer to participation in Parliamentary matters including the enactment of legislation, privileged debate on Government policy and administration, and serving on parliamentary committees. Constituency responsibilities arise as each Member, the representative of an electoral district, provides advice and assistance to constituents and acts as an advocate of local interests.

The *Parliamentary Service Act 1988* (the Act) establishes the Parliamentary Service to provide administrative and support services to the Legislative Assembly. The Act outlines the various functions of the Parliamentary Service and also prescribes the role of the Speaker in relation to the management of the Parliamentary Service.

In addition to the functions outlined in the Act, the Parliamentary Service also provides support services to other external clients under the Shared Services initiative and actively promotes and educates the wider community about the role of the Parliament and the parliamentary process.

The *Appropriation (Parliament) Act* provides funding to meet the costs associated with Members and the Parliamentary Service.

Goals of the Parliamentary Service

The *Parliamentary Service Management Plan* (the Plan) outlines the goals of, and strategic issues facing, the Parliamentary Service. The four major goals in the Plan are:

- to assist the Parliament, its Committees and Members to fulfil their parliamentary responsibilities
- to support the business needs of the Parliament, Committees, Members, the Parliamentary Service and other clients
- to support the Parliament to engage with all Queenslanders and to play a positive role in the community
- to develop and maintain a professional and progressive Parliamentary Service.

Environmental factors impacting on the Legislative Assembly and Parliamentary Service

The Plan identifies three key environmental factors impacting upon the Parliament:

- the increasing demands and identified needs of key client groups including the Parliament, its Committees, Members, Government departments, news media, educational institutions, and the wider community (in particular identified target groups)
- the emergence of new information and communication technologies
- new community standards in relation to water, energy and material sustainability.

Strategic Direction

The Plan outlines three strategies to address these key environmental factors and achieve Parliamentary Service goals:

- to continue to use emerging technologies as a means of:
 - improving Members' access to information within and between the parliamentary precinct and electorate offices;
 - facilitating improved communication between Members and constituents; and
 - improving community awareness and understanding of the role of the Parliament and promote engagement with the Parliament, its Committees and Members.
- to continue to develop strategies for the Parliament to engage with the Queensland community with particular emphasis on engaging with groups such as regional and Indigenous Queenslanders, those with a multicultural background and young Queenslanders
- to continue to implement improved building and equipment management strategies within the parliamentary precinct and also in electorate offices.

2010-11 HIGHLIGHTS

In 2010-11 the Parliamentary Service will deliver a range of initiatives including:

- commence implementation of a range of recommendations arising from a strategic review of parliamentary buildings and the *Parliament House Conservation Plan*, including a three year program to repaint the interior of Parliament House
- expansion of the broadcast of Parliamentary proceedings to include on-call access to archived broadcast footage
- commencement of a program to replace the existing Parliamentary Library database management information system
- replacement of electorate office computer equipment and upgraded internet bandwidth in electorate offices
- the on-going replacement of various air-conditioning units in the parliamentary precinct
- the replacement of external toilet facilities on level seven of the Parliamentary Annexe
- the redevelopment of the Parliament's internet site.

RECENT ACHIEVEMENTS

In 2009-10, the Parliamentary Service delivered a range of initiatives and infrastructure enhancements including:

- coordination and delivery of official community activities to celebrate the 150th anniversary of the Queensland Parliament in 2010
- improvements to building infrastructure within the parliamentary precinct including:
 - the replacement of major air-conditioning plant in the parliamentary precinct; and
 - completion of a program that commenced in 2008-09 to refurbish existing toilet and shower facilities in the Parliamentary Annexe.
- replacement and upgrade of certain office and computer equipment in electorate offices and the parliamentary precinct
- relocation of a number of Members' electorate offices as a result of the *2008 Electoral Redistribution*
- completion of a comprehensive upgrade to electorate office security delivering physical security improvements, surveillance and alarm upgrades, and new awareness and preparedness tools and training for electorate office staff.

DEPARTMENTAL SERVICES

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

In keeping with the abovementioned changes, the Parliamentary Service has reviewed its service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. The Parliamentary Service will continue to review and improve its service standards to provide better information on the effectiveness and efficiency of its services.

Funding for the Parliament is provided through the *Appropriation (Parliament) Act*. In 2010-11, the *Act* will provide funding for the following services:

Members' Salaries, Entitlements and Electorate Office Services

The *Members' Entitlements Handbook* and the *Members' Office Support Handbook* are approved by the Governor in Council and outline the salaries and other entitlements of Members of the Legislative Assembly, as well as the entitlements of former Members of the Legislative Assembly.

The *Members' Office Support Handbook* states that each Member is provided with an Electorate Office to support activities in servicing their Electorate. Those Members representing an electoral district of 100,000 square kilometres or more in area may elect to be provided with an additional Electorate Office.

The *Handbook* also provides for a range of other resources to support the operation of each Electorate Office including staffing, equipment, telecommunications and stationery. All of these resources provide support to Members to enable them to fulfil their constituency responsibilities.

Members' Salaries, Entitlements and Electorate Office Services represents the cost of Members' salaries and entitlements and the cost of maintaining and supporting electorate offices across the State.

Parliamentary Precinct Support Services

Parliamentary Precinct Support Services delivers:

- a range of advisory, information and community engagement services to assist the Parliament, its committees and Members to fulfil their constitutional and parliamentary responsibilities and engage with the community. These services include Chamber Services, Security and Attendant Services, the Committee Office, the Parliamentary Library, Parliamentary Reporting Services and Community Engagement Services
- a range of accommodation and hospitality services within the parliamentary precinct to provide Members, staff and guests of the Parliament with an appropriate working environment
- a range of corporate support services that directly support the activities of Members and their staff including Information Technology Services, Human Resource Management Services, Property Services, and Financial and Administrative Services.

STAFFING¹

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Services				
Members' Salaries, Entitlements and Electorate Office Services	2	272	272	272
Parliamentary Precinct Support Services	3	193	195	192
Total services		465	467	464
Total		465	467	464

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Includes all 89 Members of the Legislative Assembly, electorate officers and assistant electorate officers.
3. Increase in Parliament House staff during 2009-10 principally associated with additional staff assigned to the *Review of the Parliamentary Committee System* select committee. The committee is scheduled to report to Parliament by the end of 2010.

2010-11 SERVICE SUMMARY¹

Service area	Total cost \$'000	Sources of revenue			
		State Contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Members' Salaries, Entitlements and Electorate Office Services	44,453	44,453
Parliamentary Precinct Support Services	32,111	29,931	2,180
Total	76,564	74,384	2,180

Notes:

1. Explanations of variances are provided in the financial statements.

DEPARTMENTAL STATEMENTS

PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Service: Members' Salaries, Entitlements and Electorate Office Services				
	1			
State contribution (\$000)		42,516	44,382	44,453
Other revenue (\$000)	
Total cost (\$000)		42,516	44,382	44,453
Service: Parliamentary Precinct Support Services				
Number of Questions on Notice processed	2	New measure	New measure	1,500
Number of tabled papers and reports registered and archived	3	2,000	2,000	2,000
Number of Parliamentary committee briefings provided/reports tabled	2	New measure	New measure	400 / 60
Internet publication of the first two hours of proceedings (Hansard) by 2pm each sitting day	2	New measure	New measure	100%
Number of Library client information briefs prepared	3	700	700	700
Percentage of Library information / research responses issued within agreed timeframes	2	New measure	New measure	98%
Number of community engagement and educational activities held/attendees	3, 4	110 / 3,500	150 / 6,000	110 / 5,000
Number of precinct visitors processed through security scanning procedures	2	New measure	New measure	75,000
Percentage of planned capital works projects completed	2	New measure	New measure	95%
Number of catered functions held/attendees	2	New measure	New measure	910 / 45,000
Percentage accuracy in payroll processing	3	99%	99%	99%
Percentage of external suppliers paid in accordance with trading terms	3, 5	98%	85%	100%
Percentage of domestic travel requests confirmed within 1 working day	2	New measure	New measure	90%
Percentage of IT Service Desk calls resolved within 2 hours of request	3	70%	70%	70%
Percentage availability of full IT Network resources	3	99%	99%	99%
Percentage of Members satisfied with services provided (satisfied/very satisfied)	3	95%	98%	95%
Percentage of Shared Services clients satisfied with services provided (satisfied/very satisfied)	2	New measure	New measure	95%
State contribution (\$000)		28,705	28,765	29,931
Other revenue (\$000)		2,063	2,127	2,180
Total cost (\$000)		30,768	30,892	32,111

Notes:

1. Service Standards for *Members' Salaries, Entitlements and Electorate Office Services* are not provided here. The amounts shown represent direct expenditure associated with salaries, the Members' Entitlements Handbook and with the management of electorate offices. Each Electorate Office operates independently under the direction of each Member. Individual Members assess the performance of their office(s) based upon the needs of that Member in servicing local constituents.
2. New service standards adopted for 2010-11 to better reflect and report the activities of Parliamentary Precinct Support Services.
3. Wording of service standard amended to improve readability.
4. The 2009-10 Est. actual reflects additional activities to celebrate the 150th anniversary of the Queensland Parliament.
5. The 2009-10 Est. actual reflects delays in invoice payment due to the invoices incorrectly forwarded directly to Electorate offices by suppliers and invoice amounts disputed or requiring clarification.

INCOME STATEMENT

Legislative Assembly	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Income				
Service revenue	1,5,8	71,221	73,147	74,384
User charges		2,063	2,127	2,180
Grants and other contributions	
Other revenue	
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		73,284	75,274	76,564
Expenses				
Employee expenses	2,6,9	49,737	50,523	52,385
Supplies and services	3,7,10	16,726	17,967	17,364
Grants and subsidies	
Depreciation and amortisation		6,699	6,662	6,693
Finance/borrowing costs	
Other expenses		122	122	122
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		73,284	75,274	76,564
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Legislative Assembly	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	4	6,769	11,330	11,653
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		6,769	11,330	11,653
Surplus/(deficit) for the period	
Total recognised income and expense for the period		6,769	11,330	11,653
Equity injection/(withdrawal)	11,12	(2,597)	(1,177)	(4,139)
Equity adjustments (MoG transfers)	
Total movement in equity for period		4,172	10,153	7,514

BALANCE SHEET

Legislative Assembly	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CURRENT ASSETS				
Cash assets	13,20	1,784	(174)	(174)
Receivables	14,21	738	1,344	1,344
Other financial assets	
Inventories		184	186	186
Other	15,22	75	616	616
Non-financial assets held for sale	
Total current assets		2,781	1,972	1,972
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	16,23,28	283,896	278,455	285,969
Intangibles		167	173	173
Other	
Total non-current assets		284,063	278,628	286,142
TOTAL ASSETS		286,844	280,600	288,114
CURRENT LIABILITIES				
Payables	17,24	2,616	2,063	2,063
Accrued employee benefits		421	446	446
Interest-bearing liabilities and derivatives	
Provisions	
Other		(10)
Total current liabilities		3,027	2,509	2,509
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	18,25	5,442	4,822	4,822
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		5,442	4,822	4,822
TOTAL LIABILITIES		8,469	7,331	7,331
NET ASSETS/(LIABILITIES)		278,375	273,269	280,783
EQUITY				
Capital/contributed equity	26,29	(15,767)	(16,463)	(20,602)
Retained surplus/(accumulated deficit)		51,016	51,326	51,326
Reserves:				
- Asset revaluation reserve	19,27,30	243,126	238,406	250,059
- Other (specify)	
TOTAL EQUITY		278,375	273,269	280,783

CASH FLOW STATEMENT

Legislative Assembly	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	31,35,38	71,221	73,147	74,384
User charges		2,213	2,277	2,330
Grants and other contributions	
Other		1,377	1,377	1,377
Outflows:				
Employee costs	32,36,39	(49,737)	(50,523)	(52,385)
Supplies and services	33,40	(18,103)	(19,344)	(18,741)
Grants and subsidies	
Borrowing costs	
Other		(272)	(272)	(272)
Net cash provided by/(used in) operating activities		6,699	6,662	6,693
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		33	33	33
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	34,37,41	(4,135)	(5,518)	(2,587)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(4,102)	(5,485)	(2,554)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals		(2,597)	(1,177)	(4,139)
Net cash provided by/(used in) financing activities		(2,597)	(1,177)	(4,139)
Net increase/(decrease) in cash held	
Cash at the beginning of financial year		1,784	(174)	(174)
Cash transfers from restructure	
Cash at the end of financial year		1,784	(174)	(174)

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. Increase in service revenue associated with –
 - funding deferred from 2008-09 in relation to electorate office security review implementation and the relocation of certain electorate offices following a redistribution of electoral boundaries in 2009;
 - increase to Members' salaries and allowances effective from 1 January 2010; and
 - funding for a new select committee to examine the Parliamentary Committee system.
2. Increase in employee expenses due to –
 - increases to Members' salaries and allowances effective from 1 January 2010; and
 - employee costs associated with select committee activities.
3. Increase in supplies and services due to costs in relation to electorate office security review implementation and the relocation of certain electorate offices following a redistribution of electoral boundaries in 2009.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

4. Increase in service revenue reflects –
 - provision for estimated employee costs associated with the current Enterprise Bargaining agreement;
 - the full year impact of increases to Members' salaries and allowances effective from 1 January 2010;
 - funding for costs associated with select committee activities;
 - funding for various parliamentary building maintenance activities; and
 - funding to deliver the 3rd phase of the Broadcast of Parliament initiative.
5. Increase in employee expenses due to –
 - provision for estimated employee costs associated with the current Enterprise Bargaining agreement;
 - the full year impact of increases to Members' salaries and allowances effective from 1 January 2010; and
 - employee costs associated with select committee activities .
6. Increase in supplies and services due to –
 - costs associated with various parliamentary building maintenance activities; and
 - software and licensing costs associated with the Broadcast of Parliament initiative.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

7. Increase in service revenue due to provision for estimated employee costs associated with the current Enterprise Bargaining agreement.
8. Increase in employee expenses due to –
 - provision for estimated employee costs associated with the current Enterprise Bargaining agreement;
 - increases to Members' salaries and allowances effective from 1 January 2010; and
 - employee costs associated with select committee activities.
9. Decrease in supplies and services due to the completion of electorate office security upgrades in 2009-10.

Statement of changes in equity

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

10. Increase in asset revaluation reserve due to adoption of a new index for estimated land and building revaluation to be performed in June 2010.
11. Decrease in equity withdrawal relates to funding provided for capital projects scheduled for 2008-09 but deferred until 2009-10.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

12. Increase in equity withdrawal reflects a reduction in planned capital works for 2010-11 following completion of a number of large capital projects in 2009-10.

Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

13. Decrease in cash assets due to –
 - the timing of the final payroll disbursement in June 2009; and
 - the timing of receivables and payables settled in June 2009.
14. Increase in receivables relates to long service leave and annual leave reimbursements due in June 2009.
15. Increase in prepayments associated with the final fortnightly payroll disbursed in June 2009.
16. Decrease in property, plant and equipment due to a decrease in the estimated land and building indexation performed in June 2009.
17. Decrease in payables associated with –
 - the timing of trade payables settled in 2009; and
 - the settlement of annual leave and long service leave payables.
18. Decrease in accrued employee benefits associated with a reduction in the calculated value of Members' post employment benefits.
19. Decrease in asset revaluation reserve relates to a decrease in the value of land and building indexation performed in June 2009.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. Decrease in cash due to –
 - the timing of the final payroll disbursement in June 2009; and
 - the timing of receivables and payables settled in 2009
21. Increase in receivables due to estimated Long Service Leave and Annual Leave due.
22. Increase in prepayments associated with the last fortnight payroll disbursed in June 2009.
23. Increase in property, plant and equipment reflects estimated indexation of Land and Buildings to be performed in June 2011.
24. Decrease in payables due to –
 - the timing of trade payables settled in 2009; and
 - the settlement of annual leave and long service leave payables.
25. Decrease in accrued employee benefits associated with a reduction in the calculated value of Members' post employment benefits.
26. Decrease in capital/contributed equity due to equity withdrawal to be applied in 2010-11.
27. Increase in asset revaluation reserve reflects estimated land and building indexation to be performed in June 2011.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

28. Increase in property, plant & equipment reflects estimated indexation of Land and Buildings to be performed in June 2011.
29. Decrease in contributed equity due to equity withdrawal to be applied in 2010-11.
30. Increase in asset revaluation reserve reflects estimated indexation of Land and Buildings to be performed in June 2011.

Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

31. Increase in service receipts reflects –
 - funding deferred from 2008-09 in relation to electorate office security review implementation and the relocation of certain electorate offices following a redistribution of electoral boundaries in 2009;
 - increases to Members' salaries and allowances effective from 1 January 2010; and
 - funding for a new select committee to examine the Parliamentary Committee system.
32. Increase in employee costs outflows due to –
 - increases to Members' salaries and allowances effective from 1 January 2010; and
 - employee related costs associated with select committee activities.
33. Increase supplies and services outflow due to costs associated with electorate office security reviews and electorate office relocations.
34. Increase in payments for property, plant and equipment and intangibles associated with capital projects deferred from 2008-09 including the acquisition of electorate office equipment and replacement of major air conditioning plant in the Parliamentary Annexe.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

35. Increase in service receipts due to –
 - provision for estimated employee costs associated with the current Enterprise Bargaining agreement;
 - the full year impact of increases to Members' salaries and allowances effective from 1 January 2010;
 - funding for costs associated with select committee activities;
 - funding for various parliamentary building maintenance activities; and
 - funding to deliver the 3rd phase of the Broadcast of Parliament initiative.
36. Increase in employee costs outflows associated with –
 - provision for estimated employee costs associated with the current Enterprise Bargaining agreement;
 - increases to Members' salaries and allowances effective from 1 January 2010; and
 - employee costs associated with select committee activities.
37. Decrease in payments for property, plant and equipment and intangibles reflects a reduction in planned capital works for 2010-11 following completion of a number of large capital projects in 2009-10.

Major variations between 2009-10 Estimated actual and the 2010-11 Estimate include:

38. Increase in service receipts due to provision for estimated employee costs associated with the current Enterprise Bargaining agreement.
39. Increase in employee expense outflows due to -
 - provision for estimated employee costs associated with the current Enterprise Bargaining agreement;
 - increases to Members' salaries and allowances effective from 1 January 2010; and
 - employee costs associated with select committee activities.
40. Decrease in supplies and services due to the completion of electorate office security upgrades in 2009-10.
41. Decrease in payments for property, plant and equipment and intangibles reflects a reduction in planned capital works for 2010-11 following completion of a number of large capital projects in 2009-10.

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Service Delivery Statements

Book 1	Book 2	Book 3	Book 4	Book 5
Department of the Premier and Cabinet Office of the Governor Public Service Commission Queensland Audit Office Department of Community Safety Department of Police Department of Justice and Attorney-General Electoral Commission of Queensland Office of the Ombudsman Public Trust Office	Department of Employment, Economic Development and Innovation Department of Infrastructure and Planning Department of Transport and Main Roads Department of Public Works	Department of Communities Department of Education and Training Department of Health Department of Environment and Resource Management Treasury Department	 Legislative Assembly of Queensland	Appendix – Discontinued performance measures



**Queensland
Government**

State Budget 2010–11

Service Delivery Statements

Book 4

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State Budget 2010–11

Service Delivery Statements

Book 5 – Appendix

2010–11 State Budget Papers

- 1. Budget Speech**
- 2. Budget Strategy and Outlook**
- 3. Capital Statement**
- 4. Budget Measures**
- 5. Service Delivery Statements**

Budget Highlights

This suite of Budget Papers is similar to that published in 2009–10.

The Budget Papers are available online at www.budget.qld.gov.au. They can be purchased through the Queensland Government Bookshop – individually or as a set – by phoning 1800 801 123 or at www.bookshop.qld.gov.au

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Service Delivery Statements

Book 5

Appendix

ISSN 1445-4890 (Print)

ISSN 1445-4904 (Online)

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Discontinued Performance Measures

Foreword

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in the 2010-11 Service Delivery Statements. The review included discontinuing some performance measures, such as those that are no longer relevant measures of the agency's services, or do not demonstrate the efficiency, effectiveness, or effect of the agency's services.

Results against measures that have been discontinued are included here for this year only. As the discontinued measures relate to the 'output' structures of agencies from the 2009-10 Service Delivery Statements, they are presented in this Appendix under the 'output' structures.

Results against continuing and new service standards for each agency are included in the body of the Service Delivery Statements.

Entities that have not discontinued any measures are not included in this Appendix.

Department of the Premier and Cabinet

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Policy Advice, Coordination and Cabinet Support				
Number of briefing notes provided to the Premier	1,2	2,000	2,000	Discontinued measure
% of briefs and policy advice provided within 15 working days or by agreed date	1	90%	90%	Discontinued measure
Average time taken for the preparation of the Cabinet bag	1	Average 2 hours	Average 2 hours	Discontinued measure
% of Cabinet Secretariat timeframes met for Community Cabinet Program	1	100% success in circulation by COB Thursday prior	100%	Discontinued measure
Output: Government and Executive Services				
Number of Governor's regional visit and general issues briefs	1,3	1,500	880	Discontinued measure
Number of briefs provided to the Premier	1,2	2,715	1,920	Discontinued measure
Number of items of Ministerial correspondence	1,2	53,000	40,000	Discontinued measure
Number of protocol functions and official visits organised	1	130/65	135/65	Discontinued measure
% protocol products and services developed within agreed timeframes	1	95%	95%	Discontinued measure
% of Ministerial correspondence completed on time	1	85%	85%	Discontinued measure
Output: Arts and Culture				
Number of public art projects completed	4,5	40	26	Discontinued measure
Number of arts activities funded	6,7	16,800	20,237	Discontinued measure
Number of statutory agencies and companies funded	8	9	9	Discontinued measure
% of funding decisions informed by industry peer assessment	9,10	65%	64%	Discontinued measure
% of regional communities accessing specific regional grants	11	95%	100%	Discontinued measure

Notes:

1. Some measures have been discontinued and new service standards were introduced in line with the Performance Management Framework, or alternatively, some measures have been discontinued for Service Delivery Statement reporting purposes only and continue to be collected and reported for internal management purposes.
2. This is a demand driven measure and fluctuates accordingly.
3. Reduced number of briefs is due to the implementation of a new procedure for Parliamentary briefs from November 2009 that was requested by the Premier's Office. This resulted in a significant reduction in the number of Parliamentary briefs from around 100 per sitting week to around 12-15.
4. The variation between the Est. actual and 2009-10 Target/est. is attributed to an extension of project timelines as a result of delays in capital infrastructure projects and engagement of appropriate artists. These factors were not in the direct control of Arts Queensland (AQ).
5. This measure has been discontinued as it does not provide an indication of the efficiency of AQ services. The completion of public arts projects is influenced by a number of factors which are not in the direct control of AQ.
6. The variation between the Est. actual and 2009-10 Target/est. is due to the inclusion of new organisations in the s2m program that undertake a large number of activities.
7. The measure has been discontinued as it is an indication of activity only and does not reflect the efficiency or effectiveness of that activity.
8. The measure has been discontinued as it does not provide an indication of the efficiency or effectiveness of AQ services.
9. This measure refers to funding decisions made as part of competitive or open grants programs (s2m and Sector Project Grants) and does not include targeted funding decisions.
10. The calculation assumes all grants are the same, regardless of the funding value. As a result, a large number of small grants (that do not require industry assessment) can influence performance. The measure has been discontinued and replaced with an alternative measure that reflects proportion of grant funding subject to industry assessment.
11. The measure is based on percentage of eligible councils participating in the Regional Arts Development Fund (RADF). As participation in the RADF is primarily at the discretion of individual councils and not in the direct control of AQ, this measure has been discontinued.

Corporate Administration Agency

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Non-financial performance measures				
Number of FTEs in SSP	1	119	85	Discontinued measure

Note:

1. Measure discontinued as staffing table in Service Delivery Statement for the Corporate Administration Agency includes this information.

Queensland Art Gallery

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of Collection-based exhibitions presented	1	8	8	Discontinued measure
Number of exhibitions touring regional Queensland	2	4	4	Discontinued measure
Level of satisfaction of audiences with Collection-based displays, programs and activities	3	90%	97%	Discontinued measure
Increase in loan requests and requests for reproductions from the Collection from external agencies	4	5%	0%	Discontinued measure
Collection stored safely and securely to international museum standards	5	100%	100%	Discontinued measure
Extent of client satisfaction with exhibition program	3	90%	97%	Discontinued measure
Travelling exhibitions through regional Queensland	2	4	4	Discontinued measure

Notes:

1. This measure has been discontinued as collection-based exhibitions are reported as part of the service standard - *Number of exhibitions presented*.
2. This measure has been discontinued as regional exhibitions are now included in the service standard - *Number of exhibitions presented*.
3. These measures have been replaced by a new service standard - *Audience satisfaction with exhibitions and programs*.
4. This measure has been discontinued as performance is dependent on factors outside of the Gallery's influence such as number of exhibitions presented by other institutions.
5. This measure has been discontinued for Service Delivery Statement reporting purposes only and continues to be collected and reported for internal management purposes. The Gallery will remain compliant with international museum standards.

Queensland Museum

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of items added to the collection	1	23,000	24,300	Discontinued measure
Number of users of Museum Services: c) Website	2	2,600,000	2,600,000	Discontinued measure
Satisfaction of clients regarding requests for information	3	95%	95%	Discontinued measure
Requests for information met within 28 days	4	95%	95%	Discontinued measure
Number of shires and Indigenous communities receiving Queensland Museum services	5	74	74	Discontinued measure

Notes:

1. Measure has been divided into two new service standards (*Number of physical items added to the State Collection* and *Number of digital items added to the State Collection*) to better reflect the growing digital collection.
2. This measure has been replaced by a new service standard - *Online visits*, to better reflect the effectiveness of access to the Museum's online services.
3. Measure has been discontinued as the continuing service standard - *Satisfaction of audiences with collection-based displays and activities in public galleries*, better reflects Queensland Museum activities.
4. Measure has been discontinued as other service standards provide a better reflection of Queensland Museum activities and services.
5. This measure has been replaced with a new service standard - *Percentage of Local Government Authorities receiving Queensland Museum services*.

Queensland Performing Arts Trust

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Attendances	1	550,000	612,000	Discontinued measure
Positive reviews of Queensland Performing Arts Trust Productions	2	95%	90%	Discontinued measure
Positive review of the delivery of Centre facilities and services to hirers and patrons in a range of key operational areas	3	90%	90%	Discontinued measure
Maintain bump in/bump out according to clients' schedules	4	100%	100%	Discontinued measure
Number of performances able to proceed in accordance with hirers' production schedules	4	95%	100%	Discontinued measure
Amount spent on Community Service Obligations (CSOs) (excluding indirect costs/venue rental etc.)	5	2,700	2,700	Discontinued measure

Notes:

1. Measure has been replaced with a new service standard - *Visitation*. The discontinued measure only captured attendance at ticketed events. QPAC has a significant free/non-ticketed program which will also be reflected in the new service standard. The increase in 2009-10 Est. actual is due to increased attendances at the biennial *Out of the Box Festival*.
2. Measure has been replaced with a new service standard - *Level of audience satisfaction*. The discontinued measure included a variable range of data sources. New service standard consolidates data source and covers satisfaction with: the performance; services (including food and beverage); facilities (venue, logistics, toilets, front of house); and the overall QPAC experience.
3. Measure has been replaced with new service standards - *Level of hirer satisfaction* and *Level of audience satisfaction*. The discontinued measure included both patron and hirer satisfaction with facilities and new services. The new service standards allow for clearer delineation between different stakeholder groups.
4. Measures are discontinued as both are captured as a component of satisfaction in the new service standard - *Level of hirer satisfaction*.
5. Measure is discontinued as it is not an indication of the efficiency or effectiveness of the organisation. Information is captured as part of the State contribution.

South Bank Corporation

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of satisfied customers	1	90%+	N/A	Discontinued measure

Note:

1. This measure has been replaced by more specific and measurable service standards relating to satisfaction (*Assess South Bank's visitor experience*).

Office of the Governor

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Personal, administrative and logistical support to the Governor and management of the Government House Estate				
Percentage that Governor fulfils statutory requirements	1	100%	100%	Discontinued measure

Note:

1. Measure discontinued from the Performance Statement in the Service Delivery Statement only and continues to be collected and reported in the contextual information in the Service Delivery Statements.

Public Service Commission

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Provision of services for a high performing public service				
Number of appeals finalised	1	200	205	Discontinued measure
Number of Directives reviewed	1	9	12	Discontinued measure
Number of Public Sector Management Program graduates	1,2	83	78	Discontinued measure
Percentage of departments who consider advice timely and relevant	1	85%	85%	Discontinued measure
Percentage of appeals finalised within specific timeframes	3	80%	80%	Discontinued measure

Notes:

1. These activity measures are discontinued as they do not accurately reflect the work program and strategic direction of the Public Service Commission.
2. The 2009-10 Est. actual was less than the Target/est. due to unforeseen deferrals, withdrawals and transfers to other jurisdictions.
3. This measure has been replaced with a new service standard – *Percentage of appeals finalised within required timeframes.*

Queensland Audit Office

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Provision of services for a high performing public service				
Number of Audit clients	1	330	334	Discontinued measure
Number of Public Sector entity audits (as prescribed by Legislation)	1	750	731	Discontinued measure
Number of other audit certificates	1	176	160	Discontinued measure

Note:

1. These measures were considered to be activity measures which provided context information only and have been replaced by service standard that demonstrate the efficiency and effectiveness of QAO's performance.

Department of Community Safety

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Ambulance Service				
Urgent incidents (Code 1 and 2):	1,2			
- Number of incidents attended per 1,000 population		115 – 121	115	Discontinued measure
- Number of incidents		510,000 – 535,000	512,500	Discontinued measure
Non-urgent incidents (Code 3 and 4):	1,2			
- Number of incidents attended per 1,000 population		53 – 58	51	Discontinued measure
- Number of incidents		235,000 – 255,000	225,000	Discontinued measure
Cardiac Arrest Survived Event Rate	2	>24%	27.3%	Discontinued measure
Level of patient satisfaction (survey) with ambulance response services	2	>95%	97%	Discontinued measure
Output: Facility-Based Containment Services				
Number of male prisoners:	2			
- High Security Facilities		4,800	4,590	Discontinued measure
- Low Security Facilities		700	620	Discontinued measure
Number of female prisoners:	2			
- High Security Facilities		380	365	Discontinued measure
- Low Security Facilities		80	64	Discontinued measure
Indigenous status (proportion):	2			
- Male prisoners Indigenous		26%	29%	Discontinued measure
- Male prisoners non-Indigenous		74%	71%	Discontinued measure
- Female prisoners Indigenous		27%	30%	Discontinued measure
- Female prisoners non-Indigenous		73%	70%	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Short sentence profile:	2			
- Proportion of prisoners with sentence <= 1 yr (non-violent, non-sexual offenders)		35% - 39%	30%	Discontinued measure
- Proportion of prisoners with sentence <=1 yr (all sentenced prisoners)		21% - 25%	19%	Discontinued measure
Abscond rate	3			
Low Security Facilities		0.16	0	Discontinued measure
Assault rate – Major (prisoner on staff):	4			
- High Security Facilities		0	0.04	Discontinued measure
- Low Security Facilities		0	0	Discontinued measure
Assault rate – Minor (prisoner on staff):	4			
- High Security Facilities		<1.10	0.84	Discontinued measure
- Low Security Facilities		0	0	Discontinued measure
Assault rate – Major (prisoner on prisoner):	4			
- High Security Facilities		<0.85	1.36	Discontinued measure
- Low Security Facilities		0	0.19	Discontinued measure
Assault rate – Minor (prisoner on prisoner):	4			
- High Security Facilities		<5.9	7.23	Discontinued measure
- Low Security Facilities		<1.8	2.69	Discontinued measure
Death rate (unnatural cause only):	4			
- High Security Facilities		0	0.08	Discontinued measure
- Low Security Facilities		0	0	Discontinued measure
Completion of immediate risk needs on day of admission	2	100%	98.7%	Discontinued measure
Completion of offender management plan reviews (OMPRs)	2	100%	91%	Discontinued measure
Output: Community Supervision Services				
Number of male offenders on orders (distinct count):	2			

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Supervision orders				
- Probation Orders		6,855	6,850	Discontinued measure
- Parole Orders (excluding court ordered)		860	893	Discontinued measure
- Court Ordered Parole Orders		2,880	2,696	Discontinued measure
- Intensive Correction Orders		300	257	Discontinued measure
- Intensive Drug Rehabilitation Orders		100	79	Discontinued measure
Reparation orders				
- Community Service Orders		1,400	1,670	Discontinued measure
- Fine Option Orders		400	498	Discontinued measure
Number of female offenders on orders (distinct count):	2			
Supervision orders				
- Probation Orders		2,030	1,943	Discontinued measure
- Parole Orders (excluding court ordered)		85	102	Discontinued measure
- Court Ordered Parole Orders		460	432	Discontinued measure
- Intensive Correction Orders		80	64	Discontinued measure
- Intensive Drug Rehabilitation Orders		20	17	Discontinued measure
Reparation orders				
- Community Service Orders		400	417	Discontinued measure
- Fine Option Orders		140	133	Discontinued measure
Indigenous status (proportion)	2			
- Male offenders Indigenous		18%	20%	Discontinued measure
- Male offenders non-Indigenous		82%	80%	Discontinued measure
- Female offenders Indigenous		23%	24%	Discontinued measure
- Female offenders non-Indigenous		77%	76%	Discontinued measure
Number of Courts to which advisory services delivered	2	111	111	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Completion of offender management plan reviews (OMPRs)	2	100%	97%	Discontinued measure
Number of District Offices	2	34	34	Discontinued measure
Number of Reporting Centres	2	117	117	Discontinued measure
Output: Correctional Intervention Services				
Annual hours curriculum (AHC)	5			
- Vocational Education and Training		200,000	225,000	Discontinued measure
- Literacy/Numeracy		200,000	210,000	Discontinued measure
Prisoners employed	6			
- Commercial industries		1,455	1,360	Discontinued measure
- Service industries		1,885	1,800	Discontinued measure
Hours of community service performed per offender per month	2	>12	12	Discontinued measure
Percentage of successful completions in Vocational Education and Training	5	75%	82%	Discontinued measure
Number of community service project sites	2	700	600	Discontinued measure
Correctional Intervention Services as a proportion of budget		13.7%	16.6%	Discontinued measure
Output: Emergency Management				
Number of EMQ Helicopter Rescue hours of operation:	2,7			
- Aeromedical		2,000 – 2,500	2,296	Discontinued measure
- Counter disaster		10 – 50	50	Discontinued measure
- Search and rescue		250 – 350	221	Discontinued measure
- Other		800 – 1,000	661	Discontinued measure
Number of warnings, advices, bulletins received and assessed through State Disaster Coordination Centre	2,8	1,500	3,000	Discontinued measure
Number of warnings, advices, bulletins requiring follow-up action by the State Disaster Coordination Centre	9	975	600	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of Local Disaster Management Groups with current Disaster Management Plans	2	100%	100%	Discontinued measure
Output: Fire and Rescue Service				
Total number of incidents	2	67,000 – 72,000	69,972	Discontinued measure

Notes:

1. The population figure for 2009-10 of 4,450,418 is sourced from the Queensland Office of Economic and Statistical Research (OESR) *Australian Demographic Statistics September Quarter 2009* Report.
2. These measures have been discontinued for Service Delivery Statement reporting purposes only and continue to be collected and reported either in the Annual Report or for internal management purposes.
3. This measure is no longer relevant following the discontinuation of community custody centres.
4. These measures have been amended to remove the breakdown between high and low security facilities to align with the *Report on Government Services (ROGS)*.
5. This measure has been replaced by a new service standard under the 'Custodial Operations' service - *Prisoners in education (%)* to align with ROGS.
6. This measure has been amended as a service standard to report the percentage of prisoners employed, rather than number of prisoners employed. This provides an enhanced measure of prison effectiveness.
7. These measures reported total time consumed from engine on to engine off (i.e. engine hours) and are demand driven. A new service standard - *EMQ Helicopter Rescue engine hours as a percentage of the total helicopter rescue network engine hours*, replaces these measures.
8. This measure is demand driven and reflects the level of information monitoring, assessment and dissemination through the State Disaster Coordination Centre. Due to the number of weather events, actual results may vary considerably from the Target/estimate.
9. This measure has been discontinued as business practice has identified that warnings, advices and bulletins automatically generate follow-up action. Follow-up action is dependent upon the type of warning and if the warning differs from previous warnings issued.

Department of Police

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Community Safety and Engagement				
Percentage of resources allocated to this output	1,2	32%	32%	Discontinued measure
Rate of unreported offences	3,4			
- Break and Enter		25%-35%	25%	Discontinued measure
- Attempted Break and Enter		65%-75%	66%	Discontinued measure
- Motor Vehicle theft		10%-20%	12%	Discontinued measure
- Assault/attempted assault		65%-75%	59%	Discontinued measure
Perceived level of personal safety and property security	5,9			
a) Persons feeling safe in the following situation (safe and very safe)	6,7			
- home alone		85%-95%	90.9%	Discontinued measure
- walking/jogging locally		70%-80%	76.9%	Discontinued measure
- travelling on public transport		45%-55%	49.2%	Discontinued measure
b) Public perceptions about problems in the neighbourhood (major problem or somewhat a problem)	6			
- housebreaking		55%-65%	50.3%	Discontinued measure
- motor vehicle theft		35%-45%	33.6%	Discontinued measure
- graffiti or other vandalism		35%-45%	44.1%	Discontinued measure
Satisfaction with police support for community programs	6,8,9	70%-80%	65.2%	Discontinued measure
Percentage of persons concerned about being a victim of	6,9,10			
- Physical Assault		40%-50%	34.2%	Discontinued measure
- Sexual Assault		20%-30%	12.5%	Discontinued measure
- Housebreaking		55%-65%	46.0%	Discontinued measure
- Motor vehicle theft		40%-50%	35.0%	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Crime Management				
Percentage of resources allocated to this output	1,2	31%	31%	Discontinued measure
Number of personal safety offences reported and cleared in the period	11,12,13,14			
- Homicide		130-175	132	Discontinued measure
- Assault	15	13,000-15,000	16,007	Discontinued measure
- Sexual Assault		3,500-5,000	3,917	Discontinued measure
- Robbery		800-1000	1,016	Discontinued measure
- Total personal safety		20,000-24,000	23,519	Discontinued measure
Number of property security offences reported and cleared in the period	12,14,16,17			
- Unlawful entry		8,000-10,000	8,507	Discontinued measure
- Other property damage		11,500-13,500	11,461	Discontinued measure
- Motor vehicle theft	18	2,500-3,300	2,673	Discontinued measure
- Other theft (excl unlawful entry)	19	17,500-23,500	24,703	Discontinued measure
- Total property security		58,000-65,000	65,059	Discontinued measure
Public satisfaction with initial police response	20,21	80%-90%	88.6%	Discontinued measure
Public satisfaction with police response from specialist officers	20,21	85%-95%	88.5%	Discontinued measure
Output: Traffic Policing				
Percentage of resources allocated to this output	1,2	20%	20%	Discontinued measure
Number and rate (per 100,000) of road crash fatalities by crash causal factor:				
- Pedestrians	22,23,24	..	32 (0.7)	Discontinued measure
Number and rate (per 100,000) of reportable crashes by causal factor:				
- Pedestrians	22,25	..	829 (18.9)	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
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Output: Professional Standards and Ethical Practice

Percentage of resources allocated to this output	1,2	17%	17%	Discontinued measure
Number, rate (per 1,000 officers) and percentage change in rate of complaints against police	26,27	2,100-2,400	2,989 (290.8) 18.4%	Discontinued measure

Notes:

- The allocation of resources is guided by the results of the QPS' activity based costing methodology, the *State-wide Activity Survey*.
- This measure has been amended under the new service structure to *Resources allocated to (each service)* and provides a breakdown for staff numbers, expenditure and percentage of total budget.
- This measure has been discontinued as the Australian Bureau of Statistics (ABS) Crime and Safety Survey has been redesigned and topics will be rotated on and off the survey. Therefore, crime and safety data published prior to 2006 will be not comparable with results produced for the new model.
- Derived from the *Australian Bureau of Statistics Crime Victimization, Australia 2009*.
- This measure has been discontinued to streamline service standards reported in the Service and Delivery Statements (SDS). This measure continues to be reported in the *Report on Government Services*.
- Derived from the *National Survey of Community Satisfaction with Policing* 1 July 2009 to 31 March 2010.
- Results are the average of responses to questions relating to each situation during the day and after dark.
- This measure has been discontinued as the question sourced to get this data will be deleted from the *National Survey of Community Satisfaction with Policing* from 1 July 2010.
- Attitudinal data in particular can be influenced in the short term by adverse or highly publicised events (such as the extensive media coverage experienced by the QPS in recent months). Point-in-time responses can vary from people's true underlying (or longer term) satisfaction with police.
- This measure has been removed to streamline service standards reported in the SDS.
- This measure is published in the *Report on Government Services* and has been discontinued to streamline service standards reported in the SDS. It will continue to be reported in the QPS Statistical Review.
- Data for the full 2009-10 financial year is not available. The 2009-10 Estimated actual data is based on an estimation of July 2009-March 2010 statistics. These figures will vary from statistics calculated using mid-year data.
- The offence categories reported separately are those classified as 'violent' crimes and are the most significant personal safety offence categories in terms of their impact on the community. The 'total personal safety' offences figure also includes the offence categories of extortion, kidnapping, abduction and deprivation of liberty and other offences against the person. Homicide includes the offence categories of murder, attempted murder, conspiracy to murder, manslaughter and driving causing death.
- The number of offences reported and cleared within the period relates to offences both reported and cleared in 2009-10.
- The increased number of assault offences reported and cleared in the period can be attributed to the increased volume of assault offences reported in the period.
- This measure has been discontinued to streamline service standards reported in the SDS. It will continue to be reported in the QPS Statistical Review.
- The offence categories reported separately are classified as high volume property security offences. The total property security offences figures also include the offence categories of arson, fraud and handling stolen goods. The offence category 'Other Theft' (excluding unlawful entry) was previously known as stealing.
- This offence category relates to unlawful use of a motor vehicle.
- The increased number of other theft offences reported and cleared in the period can be attributed to the increased volume of other theft offences reported in the period.
- Derived from the *Queensland Police Service Crime Victims Survey 2008*.
- The measures *Public satisfaction with initial police response* and *Public satisfaction with police response from specialist officers* have been combined and represented as a new service standard *Public satisfaction with the police response to personal safety and property security offences*.
- Pedestrians* have been discontinued from the 2010-11 service standard as *Pedestrians* are not considered to be a significant contributing factor for road crash fatalities. The 2009-10 Target/est. was not available for the measure *Number and rate (per 100,000) of reportable crashes by causal factor - Pedestrians*.
- Previously data was provided by calendar year. The current estimates are an extrapolation of the July 2009 to March 2010 statistics.
- Crash data extracted on 15 April 2010 should be viewed as preliminary and subject to change. Alcohol related crash data may take up to 12 months to be finalised.
- 2007-08 data has been provided here as more recent data is unavailable due to delays in crash data processing.
- This measure has been amended to align with the *Report on Government Services* as a new service standard, *Complaints against police per 100,000 population*.
- The previous 12 months have seen extensive media coverage of the QPS with regard to various issues which is believed to have contributed to the increase in complaints against police.

Prostitution Licensing Authority

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Satisfaction of the Independent Assessor with support provided by the PLA	1	100%	100%	Discontinued measure

Note:

1. This measure has been discontinued following the incorporation of the jurisdiction of the Independent Assessor into the Queensland Civil and Administrative Tribunal from 1 December 2009. It is no longer possible to measure the satisfaction of the Independent Assessor because that statutory office no longer exists. The 2009-10 Est. actual has been determined based on the period 1 July 2009 to 1 December 2009.

Department of Justice and Attorney-General

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Criminal and Tribunal Services				
Supreme Court – Court of Appeal				
– Civil law:				
Number of appeals lodged	1	260	254	Discontinued measure
Number of appeals finalised	1,2	260	234	Discontinued measure
– Criminal law:				
Number of appeals lodged	1	340	306	Discontinued measure
Number of appeals finalised	1,3	380	357	Discontinued measure
Supreme Court – Trial Division				
– Civil law:				
Number of matters lodged	1,	7,500	7,343	Discontinued measure
Number of matters finalised	1,4	7,500	7,006	Discontinued measure
– Criminal law:				
Number of matters lodged	1	1,700	1,379	Discontinued measure
Number of matters finalised	1,5	1,725	1,368	Discontinued measure
District Courts				
– Civil law:				
Number of matters lodged	1,6	5,200	5,648	Discontinued measure
Number of matters finalised	1,4	5,300	4,918	Discontinued measure
– Criminal law:				
Number of matters lodged	1,	6,600	6,133	Discontinued measure
Number of matters finalised	1,5	6,900	5,806	Discontinued measure
District Courts - Appeals				
– Civil law:				
Number of matters lodged	1,7	97	117	Discontinued measure
Number of matters finalised	1,7	120	87	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Clearance rate (finalisations/lodgements)	7	124%	74%	Discontinued measure
- Criminal law:				
Number of matters lodged	1,7	325	369	Discontinued measure
Number of matters finalised	1,7	400	385	Discontinued measure
Clearance rate (finalisation/lodgements)	7	123%	104%	Discontinued measure
Magistrates Courts				
- Civil law:				
Number of matters lodged	1	76,000	71,000	Discontinued measure
Number of matters finalised	1	78,000	77,000	Discontinued measure
- Criminal law:				
Number of matters lodged	1	195,000	207,000	Discontinued measure
Number of matters finalised	1	198,000	205,000	Discontinued measure
Coroner's Court				
Number of matters lodged	1	3,700	4,200	Discontinued measure
Number of matters finalised	1	3,600	4,000	Discontinued measure
Land Court and Tribunals				
Number of matters lodged	1,8	1,200	580	Discontinued measure
Number of matters finalised	1	1,020	1,000	Discontinued measure
Body Corporate and Community Management				
Number of applications lodged	9	1,450	1,400	Discontinued measure
Number of applications resolved	9	1,400	1,355	Discontinued measure
Percentage of orders overturned or altered on appeal	10	2%	<0.5%	Discontinued measure
Percentage of conciliation applications resolved by agreement	11	70%	73%	Discontinued measure
Percentage of lodgements pending finalisation that are more than 6 months old from lodgement date to the end of the reporting period	12	2%	6%	Discontinued measure
Commercial and Consumer Tribunal				
Number of applications lodged	13	1,250	1,227	Discontinued measure
Number of applications resolved	13	1,300	1,029	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of orders overturned or altered on appeal	13	<2%	<2%	Discontinued measure
Percentage of applications resolved within established timeframes	13	80%	80%	Discontinued measure
Courts Innovation Program				
Proportion of Murri Court participants diverted from prison/detention at sentence	14	80%	79%	Discontinued measure
Retail Shop Leases Registry				
Percentage of disputes that are resolved through mediation processes	13	85%	85%	Discontinued measure
Output: Community Justice Services				
State Penalties Enforcement Registry				
Number of matters lodged	15	750,000	827,820	Discontinued measure
Number of matters finalised	15	535,000	555,276	Discontinued measure
Justices of the Peace Services				
Number of new registrations of Justices of the Peace (Qualified) and Commissioners for Declarations	15	3,000	2,400	Discontinued measure
Community Justice Groups				
Number of clients supported by Community Justice Groups	16	40,000	43,000	Discontinued measure
Dispute Resolution Services				
Number of criminal matters mediated through restorative justice processes	17	350	350	Discontinued measure
Number of civil disputes mediated through alternative dispute resolution	17,18	2,200	2,600	Discontinued measure
Agreement rates for community mediations – voluntary	19	80%	80%	Discontinued measure
Average number of days between when a civil file is accepted for mediation and when a file is closed	15	20 days	20 days	Discontinued measure
Average number of days between when a criminal file is accepted for mediation and when a file is closed	15,19	50 days	55 days	Discontinued measure
Births, Deaths and Marriages				
Number of births, deaths and marriages registered	15,20	127,000	127,000	Discontinued measure
Output: Public Sector Industrial and Employee Relations Services				
Fair and Safe Work				
Number of matters received	21	1,400	1,400	Discontinued measure
Employee relations policy projects completed	21	22	22	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Client / stakeholder satisfaction in implementing Government wages policy	22	>75%	93%	Discontinued measure
Output: Workplace Health and Safety Services (including Workers' Compensation Policy)				
Percentage of improved compliance within a target industry (or specific workplace health and safety hazard)	23	10%	NA	Discontinued measure
Prosecution matters actioned within nine months of incident	24	70-80%	50%	Discontinued measure
Cost of compliance and enforcement services per worker covered by the workers' compensation scheme	25	\$22.21	\$22.21	Discontinued measure
Cost of information, education and awareness services per worker covered by the workers' compensation scheme	26	\$3.41	\$3.41	Discontinued measure
State-wide compliance campaign implemented	27	100%	100%	Discontinued measure
Percentage of gazetted Major Hazard Facilities with comprehensive verification audit completed per year	28	20%	20%	Discontinued measure
Percentage of gazetted Major Hazard Facilities with desktop assessment completed per year	28	20%	20%	Discontinued measure
Output: Electrical Safety Services				
Reduction in the incidence of reported electrical incidents where confirmed medial attention is required	29	<3 per million population	<3 per million population	Discontinued measure
Electrical licences issued within specified timeframes	30	80%	95%	Discontinued measure
Number of prosecutions finalised	31	25	35	Discontinued measure
Clients accessing information and advisory services	32	264,000	450,000	Discontinued measure
Output: Private Sector Industrial Relations Services				
Audits conducted	33	7,500	3,500	Discontinued measure
Clients assisted through telephone and internet information services	34	1,500,000	..	Discontinued measure
Clients assisted regarding complexities of federal industrial relations legislation	34,35	20,000	18,500	Discontinued measure
Level of client satisfaction with compliance services	36	>70%	..	Discontinued measure
Level of satisfaction with information services	36	>70%	..	Discontinued measure
Percentage of Wageline telephone enquiries answered within 20 seconds	34	>80%	85.84%	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Human Rights Protection Services				
Guardianship and Administrative Tribunal				
Number of matters lodged	13	7,942	6,909	Discontinued measure
Number of matters finalised	13	7,942	6,909	Discontinued measure
Clearance rate (finalisations/lodgements)	13	100%	100%	Discontinued measure
Percentage of cases finalised within 6 months	13	100%	100%	Discontinued measure
Children's Services Tribunal				
Number of matters lodged	13	300	190	Discontinued measure
Number of matters finalised	13	300	190	Discontinued measure
Clearance rate (finalisations/lodgements)	13	100%	100%	Discontinued measure
Percentage of cases finalised within 6 months	13	90%	90%	Discontinued measure

Notes:

1. This measure has been discontinued as courts have no control over the number of lodgements or influence or control over the number of matters finalised by the judiciary.
2. The 2009-10 Estimated actual result is driven by fewer finalisations and based on small numbers.
3. Reduced lodgements have impacted court's capacity to achieve the finalisation Target/est. for 2009-10.
4. 2008-09 was characterised by a significant increase in monetary claims as a result of the global financial crisis. These claims are typically finalised very quickly and their reduction to more usual levels during 2009-10 has adversely impacted on finalisations.
5. The proportion of matters finalised by trial rather than sentence has increased significantly in 2009-10. When this was combined with lower lodgement numbers, finalisations were adversely affected.
6. The court's lodgements between November 2009 and January 2010 were heavily impacted by a surge in applications for criminal compensation prior to the expiry of the legislative basis for such claims.
7. Numbers are very small and minor increases or decreases from year to year cause significant variance.
8. A lack of Land Valuations during the 2009-10 financial year has resulted in a significant reduction of lodgements to Land Court.
9. This measure has been discontinued as the department has no control of applications lodged and is unable to influence or control the resolution of applications.
10. This measure has been replaced by a new service standard – *Clearance rate (finalisations/lodgements) per cent*, which is a more relevant measure in recording the effectiveness and quality of services. The outcome of appeals is not an accurate reflection of the quality of orders, as it can be affected by factors outside BCCM control such as interest of parties in appealing and in new arguments raised at appeal. The statistics also capture minor alterations to orders when the substantive decision may have been upheld. This measure will continue to be reported internally for management purposes.
11. This measure has been replaced by a new service standard – *Clearance rate (finalisations/lodgements) per cent*, which is a more relevant measure in recording the effectiveness and quality of services. It is also not consistent with measures for comparable business units. This measure will continue to be reported internally for management purposes.
12. This measure has been replaced by a new service standard – *Clearance rate (finalisations/lodgements) per cent*.
13. These measures have been discontinued as the work of this tribunal was subsumed by the Queensland Civil and Administrative Tribunal (QCAT) upon its establishment on 1 December 2009, and the tribunal ceases to exist.
14. The Murri Court evaluation sites are funded until 30 June 2010 and their existence, and that of the 12 non-evaluation sites beyond this date is subject to an evaluation report from the Australian Institute of Criminology and a successful Cabinet and CBRC submission. Due to the uncertainty about the existence of the Murri Court in 2010-11 this measure has been discontinued.
15. This activity measure has been discontinued as it does not articulate or reflect any level or standard by which services are delivered.
16. This measure has been discontinued as it is based on only 30% of the groups regularly reporting and the department has no means of independent verification.
17. This measure has been discontinued as it is not considered as relevant as the clearance and agreement rates and timeliness service standards in recording the effectiveness and quality of services. These measures are also not consistent with measures for comparable business units.

18. The 2009-10 Target/est. was exceeded due to the increased demand for civil mediation services in South East Queensland.
19. The 2009-10 Target/est. was exceeded due to the increasing complexity of cases being referred to the program.
20. This measure has been replaced by a new service standards under the Human Rights Protection Service.
21. This activity measure has been discontinued for Service Delivery Statement reporting purposes only and will continue to be reported for internal management purposes.
22. This measure has been discontinued as satisfaction in implementing Government Wages Policy is measured by the service standard - *Client / stakeholder satisfaction with the services and advice provided on public sector IR.*
23. This measure has been discontinued and as such no percentage has been calculated for 2009-10 Estimated actual.
24. Since this measure was established, an increasing number of incidents are becoming more complex and subject to comprehensive investigation. This resulted in a declining number of prosecution matters being actioned within the timeframe making the measure no longer realistic and has been discontinued.
25. This measure has been merged with *Cost of information, education and awareness services per worker* to create a new service standard - *Cost of WHSQ services per worker covered by the workers' compensation scheme.*
26. This measure has been merged with *Cost of compliance and enforcement services per workers' compensation scheme* to create a new service standard - *Cost of WHSQ services per worker covered by the workers' compensation scheme.*
27. This activity measure has been discontinued for Service Delivery Statement reporting purposes only and will continue to be reported for internal management purposes only (for participation in national campaigns).
28. This measure was established in 2002 following the introduction of the *Dangerous Goods Safety Management Act 2001*. As the reporting regime has matured over time, the measure is now only relevant every five years and therefore no longer a meaningful measure of service delivery and has been discontinued.
29. This measure was developed in 2002 in conjunction with the Electrical Safety Plan 2003-2008 to measure the number of serious electrical incidents. At the time of its development, confirmed medical attention was a valid method of measurement. This is no longer meaningful because of the increase in those seeking medical attention as a precautionary measure. The measure has been replaced with a new service standard - *Number of reported serious electrical incidents involving powerlines, installations and electrical equipment per million population based on 5 year rolling average.*
30. This quality measure has been discontinued for Service Delivery Statement reporting purposes only and will be continue to be reported for internal management purposes only.
31. This measure was established in 2002 for the Electrical Safety Office to actively enforce the introduction of the *Electrical Safety Act 2002* by ensuring Queenslanders were protected to the full extent of the law. This measure has now matured in parallel with the legislation and is no longer meaningful. It has been replaced with a new service standard - *Successful prosecutions completed within statutory requirements (12 months).*
32. This measure was developed to monitor clients accessing information and advisory services through the various communication channels in particular the shift to the Electrical Safety Office website as a result of continual improvement. This measure is no longer meaningful at this service level and has been discontinued.
33. This measure has been discontinued as the majority of audits are to be conducted on a contractual basis with the Australian Government. As a result, the 2009-10 Estimated actual results for audits conducted in the State jurisdiction have decreased considerably.
34. This measure has been discontinued as Wageline and the internet advisory service was disbanded 1 January 2010 because of the jurisdictional transfer to the Australian Government.
35. The variance between 2009-10 Target/est. and Estimated actual is due to client referrals from Wageline ceasing on 1 January 2010. All callers to Wageline are now directed to the Australian Government Fair Work Infoline.
36. These measures have been discontinued as it is no longer relevant due to the referral of the State's industrial relations powers to the Australian Government from 1 January 2010. The client survey will not be conducted from 2010.

Anti-Discrimination Commission Queensland

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
No. of policy advices / submissions	1	40	80	Discontinued measure
No. of training hours delivered	1	810	760	Discontinued measure
No. of publications distributed	1	30,000	35,000	Discontinued measure
No. of Tribunal matters finalised by public hearing	2	8	4	Discontinued measure
No. (and percentage) of enquiries resolved or referred on first contact	1	2,800 (60%)	2,800 (70%)	Discontinued measure
No. of accepted complaints resolved by conciliation	1	275	235	Discontinued measure
No. (and percentage) of accepted complaints finalised within the Commission	1	375 (75%)	315 (80%)	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
No. of clients satisfied with complaint handling service measured via client survey	1	400	375	Discontinued measure
No. of clients satisfied with training sessions measured via client survey	1	2,000	1,900	Discontinued measure
No. of accepted complaints referred to the Tribunal	1	50	75	Discontinued measure
No. (and percentage) of accepted complaints referred to the Tribunal that are resolved prior to public hearing	2	16 (80%)	23 (62%)	Discontinued measure
No. of complaints where the time from receipt to assessment notification is:				
– within 14 days	1,3	150	140	Discontinued measure
– within 28 days	1	275	280	Discontinued measure
– over 28 days	1	345	280	Discontinued measure
Percentage of complaints where the time from receipt to assessment notification is:				
– within 14 days	3	20%	20%	Discontinued measure
– within 28 days	3	40%	40%	Discontinued measure
No. of complaints where time from acceptance notice to conciliation conference is:				
– within 28 days	1,4	40	40	Discontinued measure
– within 42 days	1	230	250	Discontinued measure
– over 42 days	1	115	100	Discontinued measure
Percentage of complaints where time from acceptance notice to conciliation conference is:				
– within 28 days	4	10%	10%	Discontinued measure
– within 42 days	4	60%	60%	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
No. of complaints where time from acceptance notice to complaint being closed is:				
- within three months	1	230	265	Discontinued measure
- within six months	1	80	70	Discontinued measure
- within nine months	1	40	30	Discontinued measure
- within 12 months	1	20	10	Discontinued measure
- over 12 months	1	20	15	Discontinued measure
Tribunal decisions released within eight months of hearing	2	80%	50%	Discontinued measure

Notes:

1. The number of services associated with this measure is not directly attributable to the ADCQ.
2. The Tribunal transferred to QCAT during 2009-10.
3. The legislated timeframe is 28 days.
4. The legislated timeframe is 42 days.

Crime and Misconduct Commission

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of matters assessed	1	3,800	4,600	Discontinued measure
Number of matters investigated	2	80	60	Discontinued measure
% of matters assessed within 4 weeks	3	85	95	Discontinued measure

Notes:

1. The measure was a basic count of assessments and inadequately addressed the increasingly significant role of the CMC in the monitoring of complaints managed by public sector agencies. An amended measure has been introduced for 2010-11 which shows the degree to which cooperation, capacity building and devolution principles are applied. The amended measure acknowledges that public sector agencies are given responsibility to deal with the majority of complaints involving their agency, subject to CMC monitoring.
2. In 2010-11 the CMC will measure the number of matters retained for investigation by the CMC which is a measure of the application of the public interest principle required by section 34(2) of the *Crime and Misconduct Act 2001*. The previous measure did not readily recognise this point.
3. The amended service standard replacing this measure better focuses on the CMC's complaints-related activities arising from the increasing accountability for complaints-management in public sector agencies. The focus is now on the CMC's speedy finalisation of reviews.

Electoral Commission of Queensland

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Electoral Services				
No. of electoral information services provided	1	25,000	N/A	Discontinued measure
Access to electoral services throughout State – electoral district printed roll available at Magistrates Courts and Queensland Government Agent Program Offices – locations	2	81	N/A	Discontinued measure

Notes:

1. This measure has been discontinued as it is no longer relevant at this level of measurement as more electors access Commission information and check enrolment online or by other means. Data ceased to be collected for the measure from 1 July 2009.
2. This measure has been discontinued as the measure remains static unless offices are closed or new ones opened. Data ceased to be collected for the measure from 1 July 2009.

Public Trust Office

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Free advice to the Public (Hours)	1	4,274	4,406	Discontinued measure
Degree of compliance with Client Service Standards (as measured by Client Satisfaction Survey)	1	97%	97%	Discontinued measure
Administration of Deceased Estates finalised within 12 months	1	70%	76%	Discontinued measure
Enduring Powers of Attorney to be prepared within 1 day of receipt of client instructions	1	98%	98%	Discontinued measure
Wills to be prepared within 1 day of receipt of client instructions	1	98%	98%	Discontinued measure
Total cost of administering deceased estate matters	1	11,366	10,148	Discontinued measure
Administration of commercially uneconomical deceased estates	1	67	65	Discontinued measure
Total cost of administering protective management matters	1	18,894	18,606	Discontinued measure
Total cost of administering other trust matters	1	5,060	5,751	Discontinued measure
Total cost of preparing Enduring Powers of Attorney	1	272	407	Discontinued measure
Cost of providing free will-making service	1	2,761	3,085	Discontinued measure
Cost of providing free advice to the public	1	752	627	Discontinued measure
Funding for the Adult Guardian	1	989	997	Discontinued measure
Funding for Legal Aid Assistance	1	165	141	Discontinued measure
Management of prisoners – criminal compensation and civil actions	1	61	52	Discontinued measure

Notes:

1. In order to meet the government's Performance Management Framework by transitioning from outputs and output performance measures to services and service standards, The Public Trust Office rationalised its current output measures for the provision of the trustee and administration service for the:
 - a. Administration of deceased estates;
 - b. Financial Administration of Disability Support and other trust matters;
 - c. Free Will making; and
 - d. Enduring Powers of Attorney

Department of Employment, Economic Development and Innovation

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Employment, Industry Development and Innovation				
Output: Employment Initiatives				
Number of disadvantaged jobseekers, underemployed and low skilled workers who receive assistance	1,49	15,800	17,941	Discontinued measure
Number of additional apprentices and trainees in the public sector due to First Start Subsidy	49	700	700	Discontinued measure
Number assisted under the Education and Training Reforms Pathways Program	2,49	4,500	3,720	Discontinued measure
People who gain further employment or training outcomes following the First Start Apprentice/Trainee Program	49	80%	88%	Discontinued measure
People who are in employment or training 12 months after receiving assistance under <i>Skilling Queenslanders for Work</i>	49	60-65%	66%	Discontinued measure
Indigenous people who are in employment or training 12 months after receiving assistance from Indigenous Employment and Training Support Officers	49	50-55%	77%	Discontinued measure
Average cost per funded participant of the <i>Skilling Queenslanders for Work</i> employment package to make participants job ready	3,49	\$4,400	\$3,700	Discontinued measure
Employment, Industry Development and Innovation				
Output: Industry and Regional Development				
Number of clients, businesses and economic development organisations assisted through industry development assistance	4,49	3,598	5,605	Discontinued measure
Estimated value of capital investment generated as a result of targeted investment development activities in strategic sectors and regions	49	\$679 million	\$637.15 million	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Estimated value of new business secured, including exports, and imports replaced as a result of activities in strategic sectors and local content policy	5,49	\$153 million	\$525.5 million	Discontinued measure
Estimated value of expenditure on R&D resulting from activities (in private and public sectors)	6,49	\$70 million	\$187 million	Discontinued measure
Percentage of assisted firms reporting improved internal performance due to targeted technology diffusion activities	49	80%	80%	Discontinued measure
Percentage of completed business and industry transformation incentives applications assessed within the specified evaluation period	49	100%	100%	Discontinued measure
Number of regional clients and businesses (and % of total) assisted through:				
– information and skills development programs	49	772 (68%)	637 (63%)	Discontinued measure
– business and industry transformation incentives	49	7 (50%)	5 (71%)	Discontinued measure
– innovation program funding	49	14 (25%)	19 (32%)	Discontinued measure
Number of significant regional projects facilitated	49	6	6	Discontinued measure

Mines and Energy

Output: Policy and Tenures Services

Royalty outstanding as a percentage of royalty revenue	49	<1%	0.5%	Discontinued measure
Average satisfaction rating by users of Mines and Energy web site (1-4 scale)	49	3.5	3.5	Discontinued measure
Policy advice, briefings, Ministerial correspondence, key projects and core business functions delivered within agreed standards	49	90%	91%	Discontinued measure
Percentage of abandoned mines land program resourced priority projects progressed within agreed timelines	49	90%	90%	Discontinued measure
Percentage of 'intention to grant' of exploration permits issued within 180 business days of the date of lodgement	49	90%	90%	Discontinued measure
Percentage of uniform tariff Community Service Obligation claims paid in accordance with agreed timelines	49	100%	100%	Discontinued measure
Percentage of targeted National Energy Market issues responded to within agreed timelines	49	90%	92%	Discontinued measure
Percentage of Government Policy initiatives implemented within approved timelines	49	90%	90%	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Mines and Energy				
Output: Safety and Health Services				
Number of staff by number of days engaged in audits, inspections and investigations of organisations/locations for:				
- Mining	7,49	2,400	3,150	Discontinued measure
- Petroleum and Gas	8,49	1,300	1,630	Discontinued measure
- Explosives	9,49	900	1,089	Discontinued measure
Number of corrective/compliance action requests issued:				
- Mining	7,49	450	590	Discontinued measure
- Explosives	10,49	90	63	Discontinued measure
- Petroleum and Gas	11,49	450	686	Discontinued measure
Percentage of mine safety research projects completed within agreed timeframes	49	100%	100%	Discontinued measure
Simtars revenue targets for commercial activities	49	\$6.9 million	\$6.9 million	Discontinued measure
Government explosives reserve revenue targets for services provided	12,49	\$5.0 million	\$4.41 million	Discontinued measure
Number of persons gaining safety competencies through participation in departmental training	13,49	2,500	2,000	Discontinued measure
Number of licenses and certificates issued:				
- Mining	14,49	225	276	Discontinued measure
- Petroleum and Gas	49	1,900	1,820	Discontinued measure
- Explosives	49	3,000	3,050	Discontinued measure
Percentage of directives issued to organisations under safety compliance legislation that are completed within target timelines	49	90%	87%	Discontinued measure
Maintenance of Simtars accreditation as a registered training organisation	49	100%	100%	Discontinued measure
Percentage of customers who rate Simtars services as satisfactory or better	49	80%	95%	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Percentage of emergency responses to notified incidents that meet customer service standards	49	100%	100%	Discontinued measure
Percentage of audits, inspections completed to schedule:				
– Mining	49	90%	88%	Discontinued measure
– Petroleum and Gas	8,49	90%	100%	Discontinued measure
– Explosives	49	90%	93%	Discontinued measure
Percentage of occupational licences issued within time targets for:				
– Mining	14,49	90%	95%	Discontinued measure
– Petroleum and Gas	49	90%	93%	Discontinued measure
– Explosives	49	90%	92%	Discontinued measure

Mines and Energy

Output: Technology, Resources and Energy Services

Number of direct contacts provided with investment attraction information	15,49	2,200	2,400	Discontinued measure
Percentage of the State covered by:				
– Airborne geophysical surveys	49	4.9%	4.9%	Discontinued measure
– Gravity surveys	49	9.9%	9.9%	Discontinued measure
Average monthly number of hits on Mines and Energy's internet-based geoscience information systems:				
– Interactive Resource Tenure Maps	16,49	1 million	1.2 million	Discontinued measure
– Queensland Digital Exploration Reports	17,49	800,000	750,000	Discontinued measure
Number of Clean Coal research and development projects initiated or joined by local participants as an outcome from international visitations and contacts	49	3	3	Discontinued measure
Percentage of customers satisfied with investment attraction information and advice	49	85%	88%	Discontinued measure
Delivery of regulatory functions and responsibilities under energy legislation within applicable timeframes	49	90%	90%	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Mines and Energy				
Output: Clean Energy Services				
Number of policy initiatives implemented to accelerate the growth of the renewable energy sector in Queensland	18,49	4	10	Discontinued measure
Number of demand side management and energy efficiency policy initiatives implemented across Queensland	19,49	2	7	Discontinued measure
Queensland Primary Industries and Fisheries				
Output: Primary Industries Development				
Group A Strategic Policy and Legislation				
The annual Legislative program implemented as agreed or as subsequently amended by agreement between DPI&F and relevant government stakeholders	49	100%	100%	Discontinued measure
Rating out of 10 given by key stakeholders surveyed on their satisfaction with, and support for, DPI&F policy advice and strategic leadership	20,49	8	N/A	Discontinued measure
Group B Industry and Regional Development				
Responses to regional/subregional planning network mechanisms completed within required timeframes	21,49	50	65	Discontinued measure
Responsibilities under <i>Integrated Planning Act 1997</i> /Integrated Development Assessment System (IDAS) completed within required timeframes:				
– responses to local government planning schemes	21	90	150	Discontinued measure
– responses to development assessment applications	22	950	626	Discontinued measure
Group C Trade and Business Assistance				
Major trade development activities:				
– trade missions	49	40	39	Discontinued measure
– trade events	49	10	10	Discontinued measure
Number of enterprises engaged in trade development activities facilitated by DPI&F	23,49	160	142	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Business assistance:				
- farm enterprises assisted through business analysis/financial counselling services	49	650	650	Discontinued measure
- producers assisted to access Government financial assistance	24,49	150	200	Discontinued measure
Satisfaction with the quality and value of trade and business assistance services	49	>75% rate at 7 or above	75	Discontinued measure
Group D Technology Development				
Improved varieties, cultivars and commercialised parent lines	49	21	17	Discontinued measure
Systems, standards and tools for:				
- improved production efficiency		62	48	Discontinued measure
- accessing trade opportunities	49	11	13	Discontinued measure
- improvements to sustainability of resource utilisation	49	21	20	Discontinued measure
Innovative technologies (including molecular tools) developed through revolutionary R&D effort	49	8	8	Discontinued measure
Quality and value of R&D projects indicated by the funding organisations' satisfaction with project milestone reports	49	>70% rate at 7 or above	70%	Discontinued measure
Group E Information, Skills and Business Capacity Development				
Business capacity building activities:				
- group learning activities to increase business capacity	49	420	393	Discontinued measure
- participants engaged in business development activities	49	6,407	5,794	Discontinued measure
Activities designed to achieve adoption of technologies:				
- delivered by DPI&F	49	221	229	Discontinued measure
- sponsored/commissioned by DPI&F	49	31	30	Discontinued measure
Participant satisfaction with training course outcomes	49	>75% rate at 7 or above	77% rate at 7 or above	Discontinued measure
Information products and services:				
- new web pages reviewed and published	49	4,300	5,500	Discontinued measure
- Internet web page access	49	>4 million	5.5 million	Discontinued measure
- business support software published	49	18	31	Discontinued measure
- number of items of technical information published	49	400	432	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
- Business Information Centre enquiries		100,000	95,000	Discontinued measure
- web-based enquiries	49	6,000	6,200	Discontinued measure
- regional events managed or supported	25,49	96	40	Discontinued measure
Satisfaction with the quality, value and availability of information products and services	49	>75% rate at 7 or above	75%	Discontinued measure

Queensland Primary Industries and Fisheries

Output: Biosecurity

Group F Biosecurity Policy and Legislation

Implementation of annual Legislative program	49	100%	100%	Discontinued measure
Satisfaction with the quality and value of DPI&F policy advice and strategic leadership on biosecurity, chemical use and food safety, and animal welfare	49	≥ 75% rate at 7 or above	75% at 7 or above	Discontinued measure
Representation on national Biosecurity committees and forums	49	24	24	Discontinued measure

Group G Prevention and Surveillance for Pests, Diseases, Agvet Chemicals and Contaminants

Biosecurity assurance or risk reduction systems managed and maintained	26,49	10	12	Discontinued measure
Annual surveillance targets met for State, national and/or international biosecurity surveillance programs met as agreed or as subsequently amended by agreement between DPI&F and relevant stakeholders	49	100%	100%	Discontinued measure
Investigations into suspected incidents	27,49	42	80	Discontinued measure
Samples tested for pests, diseases, agvet chemicals and contaminants	49	133,000	132,970	Discontinued measure
Number of declared, new and regional priority pest species subject to research to improve control measures	28,49	22	25	Discontinued measure

Group H Control of and Response to Pests, Diseases, Agvet Chemicals and Contaminants

Best practice standards/ strategies/plans developed or reviewed	49	23	23	Discontinued measure
Incident response teams maintained	49	1	1	Discontinued measure
NLIS implemented and maintained	49	100%	100%	Discontinued measure
Training programs and exercises for incident response	49	8	8	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
State and National arrangements managed for responses to specific large-scale exotic and endemic pests and diseases	49	7	6	Discontinued measure
Doses of tick fever vaccine supplied to industry	49	800,000	757,000	Discontinued measure
Responses undertaken for pest and/or disease incursions, or agvet chemical or contaminant incidents	49	15	21	Discontinued measure
Number of class 1 pest eradication programs	49	16	16	Discontinued measure
Group I Animal Welfare and Keeping				
Animal welfare standards/codes/ systems developed, contributed to, promulgated and/or administered annually	49	9	9	Discontinued measure
Animal welfare and ethics education programs	49	4	4	Discontinued measure
Group J Compliance, Enforcement and Regulatory Activity				
Property freedom certificates issued	29,49	1,400	1,250	Discontinued measure
Complaints and/or suspected breaches investigated	49	3,780	3,790	Discontinued measure
Compliance audits and reviews conducted	30,49	2,046	1,830	Discontinued measure
Interstate Plant Quarantine Inspections for fire ant affected businesses	31,49	1,200	1,050	Discontinued measure
Business accreditations maintained to facilitate market access	32	94,900	74,350	Discontinued measure
Queensland Primary Industries and Fisheries				
Output: Fisheries				
Group K Fisheries Policy and Legislation				
Consultation and advisory mechanisms used in the development and review of fisheries policy and legislation	33,49	18	15	Discontinued measure
Group L Management of Fisheries Resources and Fish Habitats				
Fisheries management arrangements reviewed for sustainability and reported to the Australian Government Department of the Environment and Heritage		21	21	Discontinued measure
Fisheries for which quota management arrangements are maintained	34,49	13	15	Discontinued measure
Stocked impoundment permits issued	49	46,000	44,000	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Group M Compliance, Enforcement and Regulatory activities				
Number of fisheries inspections by Queensland Boating and Fisheries Patrol (QBFP)	49	31,500	31,236	Discontinued measure
% of overall compliance with fisheries laws	49	93%	95%	Discontinued measure
% of farms that comply with aquaculture licence operating conditions	49	95%	95%	Discontinued measure
Level of compliance with quota arrangements achieved in each of four key quota fisheries	49	99%	99%	Discontinued measure
Accuracy of trawl effort quota monitoring using the Vessel Monitoring Systems (VMS)	49	98%	98%	Discontinued measure
Fisheries authorities issued	49	6,000	6,200	Discontinued measure
Group N Community Programs				
Boating Safety:				
– boating safety inspections undertaken annually by the QBFP	35,49	25,000	28,232	Discontinued measure
– compliance with boating safety regulations	49	93%	93%	Discontinued measure
Shark control:				
– proportion of shark control equipment meeting QBFP operational standards	49	100%	100%	Discontinued measure
Queensland Primary Industries and Fisheries				
Output: Rural and Regional Communities Services				
Satisfaction level of participants and partners at forums conducted by Office of Regional and Rural Communities	36,49	80%	93%	Discontinued measure
Percentage of grant and subsidy notifications within agreed timeframes	37,49	95%	N/A	Discontinued measure
Percentage of proposals from Ministerial Regional Community Forums responded to within agreed timeframes	38,49	95%	N/A	Discontinued measure
Tourism, Office of Fair Trading and Office of Liquor, Gaming and Racing				
Output: Liquor, Gaming and Racing				
Liquor				
Number of compliance activities conducted in Indigenous communities and catchment areas	39,49	200	300	Discontinued measure
Number of community development activities conducted in Indigenous communities	49	150	150	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of licensed premises checked for compliance	49	6,500	6,500	Discontinued measure
Number of complaints investigated	49	2,000	2,000	Discontinued measure
Number of liquor, wine and adult entertainment applications processed:				
– complex applications (e.g. new licences, detached bottle shops, adult entertainment permits)	40,49	1,400	1,600	Discontinued measure
– moderate applications (e.g. no advertising required)	49	6,000	6,000	Discontinued measure
– standard applications (e.g. one-off permits)	41,49	13,000	15,000	Discontinued measure
Percentage of applications for decision review where original decision successfully defended	42,49	70%	85%	Discontinued measure
Percentage of complaints finalised	49	90%	90%	Discontinued measure
Percentage of complying licensees in Indigenous communities and catchment areas	49	80%	80%	Discontinued measure
Percentage of front-end licensing activities completed within nominated timeframes	43,49	95%	90%	Discontinued measure
Gaming				
Audit, probity and inspection activities completed in accordance with annual program	49	95%	99%	Discontinued measure
Percentage of gambling providers committing to the implementation of the <i>Code of Practice</i>	49	82%	82%	Discontinued measure
Suitability of all gambling participants and systems proven to be satisfactory	49	95%	98%	Discontinued measure
Licence applications processed within set time	49	90%	92%	Discontinued measure
Community Benefit Funds applications processed within set times	49	99%	100%	Discontinued measure
Racing				
Service level agreement performance standards for delivery of drug control, animal welfare, disease control and other services met	49	Yes	Yes	Discontinued measure
Annual accreditation of the Racing Science Centre to international standards maintained	49	Yes	Yes	Discontinued measure
Percentage of investigations into racing issues completed to required standard	49	95%	100%	Discontinued measure
Percentage of drug sample analyses from licensed animals completed within 10 working days	49	95%	97%	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
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Tourism, Office of Fair Trading and Office of Liquor, Gaming and Racing

Output: Fair Trading (including Tourism)

Percentage of disputes satisfactorily finalised	49	80%	85%	Discontinued measure
Percentage of licensing applications and registration services processed within targets	49	95%	95%	Discontinued measure
Percentages of investigations completed within targets	49	75%	75%	Discontinued measure
Percentage of conciliations completed within 30 days	44,49	80%	90%	Discontinued measure
Number of licensing, registration and accreditation services provided	45,49	326,000	345,000	Discontinued measure
Number of complaints finalised	46,49	12,500	14,500	Discontinued measure
Number of enforcement actions initiated	49	3,000	3,100	Discontinued measure
Number of entities monitored for compliance	49	11,000	11,000	Discontinued measure
Amount of redress achieved	47,49	\$3.2 million	\$3.7 million	Discontinued measure

Trade Queensland

Output: International Trade Development

Number of client firms provided with export assistance	49	3,000	2,950	Discontinued measure
Number of strategic export projects implemented	49	22	22	Discontinued measure
Number of exporter development initiatives delivered	49	170	232	Discontinued measure
Number of trade initiatives promoting Queensland products and services	49	160	195	Discontinued measure
Percentage of client firms provided with export assistance based in regional Queensland	49	40%	45%	Discontinued measure
Estimated value of exports generated by client firms assisted (\$ million)	48,49	\$425 million	\$449.2 million	Discontinued measure

Notes:

Employment, Industry Development and Innovation

1. The increase relates to labour market changes arising from the Global Economic Crisis which redirected the type of employment assistance to early low cost intervention which resulted in an increased number of participants.
2. Due to a change in the Youth Training Incentive program which saw a reduction from 2 subsidy payments at the 6 and 18 month stages of a traineeship to 1 subsidy payment at 18 months and the impact of the Global Financial Crisis, fewer than expected school based trainees are being employed and reaching the eligibility for placement.
3. The average cost per participant is lower than anticipated due to the redirection of employment assistance to low cost interventions targeting recently retrenched workers as a result of the global financial crisis.
4. Increase is partly due to the number of clients assisted through the Benchmark, HEAT and Mercedes Benz Fashion Festival programs. These programs exceeded expectations due to the strong relationships with business and industry.
5. Increased level of activity in major projects and infrastructure projects and capital asset acquisitions.

6. Increase due to Innovation and Skills Projects Fund and National Collaborative Research Infrastructure Strategy (NCRIS) captured in actuals but not other Innovation programs in the forecast. These also include Queensland Brain Institute, Ecosciences precincts and Health and Food Sciences precinct, Enhanced Project and Skills Fund, Proof of Concept Fund, Commercialisation Fellowships, QCIF, the National ICT Australia (NICTA), AeHRC and Institute of Molecular Biosciences.

Mines and Energy

7. The increase between the 2009-10 Estimated actual figure and the 2009-10 Target/est. is due to an increase in mines inspectors, as well as an increased focus toward small mine site and exploration site inspections.
8. The increase between the 2009-10 Estimated actual figure and the 2009-10 Target/est is due to more inspections and an increased number of incidents resulting in a high number of investigations conducted than anticipated.
9. The increase between the 2009-10 Estimated actual figure and the 2009-10 Target/est reflects improved management and recording practices allowing for increased resources allocation toward audits, inspections and investigations.
10. The decrease between the 2009-10 Estimated actual figure and the 2009-10 Target/est reflects reduced activity in the explosives industry due to the global economic downturn, resulting in fewer compliance action requests than anticipated.
11. The increase between the 2009-10 Estimated actual figure and the 2009-10 Target/est is due to Increased inspections and high rates of non compliance.
12. The decrease between the 2009-10 Estimated actual figure and the 2009-10 Target/est reflects the global economic downturn. The quantity of explosives being used has decreased and the demand for storage services has followed. Changes introduced to the 3rd edition of the Australian Explosives Code has led to imports being distributed nationally and bypassing the explosives reserves.
13. The decrease between the 2009-10 Estimated actual figure and the 2009-10 Target/est is due to a downturn in industry demand stemming from the global economic downturn. Trainee figures declined with the decline of employment figures in the mining industry.
14. The increase between the 2009-10 Estimated actual figure and the 2009-10 Target/est is due to the introduction of the Site Senior Executive statutory certificate on coal mines resulting in greater numbers of certificates issued than anticipated.
15. The increase between the 2009-10 Estimated actual figure and the 2009-10 Target/est reflects a continued high level of overseas interest from India, China and Korea despite the global financial crisis.
16. The increase between the 2009-10 Estimated actual figure and the 2009-10 Target/est is due to increased competition for limited available prospective ground in Queensland, particularly for coal.
17. The decrease between the 2009-10 Estimated actual figure and the 2009-10 Target/est reflects a reduced research demand due to the continued reduction in available prospective ground.
18. The increase between the 2009-10 Estimated actual figure and the 2009-10 Target/est reflects a increased focus on renewable energy activities than originally anticipated.
19. The increase between the 2009-10 Estimated actual figure and the 2009-10 Target/est is due to more initiatives being implemented than originally expected.

Queensland Primary Industries and Fisheries

20. Significant ongoing stakeholder engagement occurred during 2009-10 as part of the development and implementation of The Fresh Approach Initiative. Undertaking a survey to confirm opinions would potentially be seen as an impost to our stakeholders.
21. Responses are demand driven and the overall number of responses exceeds the 2009-10 Target/est.
22. This target is demand driven. Less activity experienced than originally anticipated.
23. The Trade Missions to Shanghai and to North Africa are not proceeding. This has impacted on the number of companies being engaged.
24. The program is demand driven and the increase in producers assisted has been due to impacts associated with the global financial crisis and natural disasters.
25. Focus has shifted to supporting larger events with a focus on major primary industries, such as beef. As a consequence of directing efforts to major events, less minor event activities can be supported.
26. Two additional activities commenced which are in addition to the estimated target, the National HGP Control System Review and multi-pest surveillance program.
27. Demand driven activity, increase is a result of a rise in residue and contaminant detections and pest/disease incursions investigated.
28. Research on the ecology and control of additional species has been implemented, involving Class 1 weed species (targeted for eradication).
29. Demand driven - difficult to predict - depends largely on live export markets.
30. This target is demand driven. Less targeted compliance audits of Approved Risk Management Plans were undertaken. The number of audits conducted is reflective of the number of movement certificates issued, and the number of certificates issued was less than anticipated.
31. This target is demand driven. Inspections are conducted at request of businesses needing RIFA property freedom. accreditation to allow export of nursery plants to other States or Territories.
32. This target is demand driven. The number of horticulture businesses seeking accreditation is affected by a range of factors including seasonal conditions, market conditions, changes to pest status and interstate requirements.
33. Nominations currently under consideration for appointment to QFAC.
34. Increase due to commencement of quota monitoring of stout whiting and grey mackerel fisheries.
35. Increased emphasis on boat ramp inspections due to their relative cost effectiveness as opposed to on-water inspections.
36. One forum was held in 2009-10 - the Rural Women's Symposium held at Mount Isa on 20 November 2009.
37. No information is available as the grant and subsidiary funding programs delivered under the Strengthening Rural Communities Strategy under the Blueprint for the Bush concluded at the end of 2008-09.
38. No information is available as no Ministerial Regional Community Forums were held in 2009-10.

Tourism, Office of Fair Trading and Office of Liquor, Gaming and Racing

39. The year to date figure for compliance activities is significantly higher than the target due to the amount of illicit alcohol entering into the restricted areas resulting in increased compliance activities including the development of liquor accords in catchment areas.
40. More applications have been received to date than originally expected. Over 1,000 applications were processed to December 2009.

41. More applications have been received to date than originally expected. Over 8,400 applications were processed to December 2009. Changes in restricted liquor permits may have contributed to the increase.
42. At the time of estimate on 31 March 2010, no decisions have been overturned.
43. Percentage of risk assessment management plans completed within time is down slightly due to staff availability and other activities being prioritised.
44. Increased result due to re-engineering of case assessment, the centralised assessment and allocation of work resulting in more timely completion of files.
45. In July 2009 there was a one off transfer of approx 14,000 security interests to the Queensland Register of Encumbered Vehicles (REVS). This, coupled with a general upward trend of 6% in REVS activities, related to increase sale of used motor vehicles, accounts for the vast majority of the variance.
46. It should be noted the number of complaints finalised is contingent upon the number of complaints received by the Office of Fair Trading. The increase may be attributed to better informed consumers who are more aware of their rights and are more likely to complain about unsatisfactory products/services.
47. Redress is not the primary focus of the Office of Fair Trading. Increase due in part to 48% interest rate cap, restitution or compensation awarded to consumers after Office of Fair Trading action through courts or tribunals and claims made through the Property Agents and Motor Dealers Act Claim Fund.

Trade Queensland

48. The Asian-led Global Economic Recovery in 2009 advantaged Queensland exporters with positive export dollar returns in 2009-10 across Asia and the Middle East markets.

'Discontinued' measures

49. A measure is considered to be 'discontinued' where:

- the measure has been completely discontinued (that is, has no correlation to any of the 2010-11 service standards); or
- the measure is similar in wording to a 2010-11 service standard but a 'material' change has occurred. Changes are considered to be 'material' where 2009-10 data will no longer be directly comparable to 2010-11 data. 'Material' changes may be the result of changes to reporting methodology or where the scope of the service standard has been expanded to cover additional business areas not previously contributing to the measure.

QRAA

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of applications for assistance received:				
- Grants		5,000	2400	Discontinued measure
- Loans		500	470	Discontinued measure
Number of existing programs administered		9	10	Discontinued measure
% of applications approved				
- Grants		85%	80%	Discontinued measure
- Loans		65%	65%	Discontinued measure
Staff satisfaction with QRAA's internal operations and systems		80%	74.1%	Discontinued measure
Staff turnover ratio compared to industry benchmarks		10-12%	10%	Discontinued measure
% of individual staff development plans achieved		90%	98%	Discontinued measure
Response time for client enquiries		2 days	2 days	Discontinued measure
Return on assets	1	6%	6%	Discontinued measure

Note:

1. Figure provided as at 15 March 2010.

Australian Agricultural College Corporation

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Level of stakeholder satisfaction with VET training services and products				
- Student outcomes	1	85%	85%	Discontinued measure
- Employer views		95%	89%	Discontinued measure
Portion of VET activity delivered in regional Queensland	2	90%	90%	Discontinued measure

Notes:

1. Measure amended for 2010-11 to be consistent with the surveys utilised for risk assessment of a Registered Training Organisation against the Australian Quality Training Framework and submitted to the registering body. Decrease in 2009-10 Estimated actual employer satisfaction from 2009-10 Target/est. due to publicity and concerns with changes planned for college related to new strategic direction.
2. This measure tends to measure activity i.e. the size of the administration task opposed to AACC's effectiveness at training delivery. AACC's campuses are located in regional Queensland which could mask the actual location of delivery. To meet industry requirements and increase mobile training VET activity is being increasingly targeted in main centres along the eastern seaboard of Queensland.

Department of Infrastructure and Planning

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Planning				
Number of Local Governments with high population growth (greater than 10,000 total population) with Priority Infrastructure Plans	1,39	23	23	Discontinued measure
Percentage of target audience reached by publications	2,39	90%	95%	Discontinued measure
Percentage of attendance rate for seminars, workshops and forums	3,39	80%	86%	Discontinued measure
Percentage of milestones completed on priority projects being progressed by Regional Planning Projects outside SEQ	4,38	85%	85%	Discontinued measure
Number of local governments and State agencies participating in the new Smart eDA Program	5,39	42	51	Discontinued measure
Client satisfaction with the quality of seminars, workshops, forums and publications	6,39	80%	85%	Discontinued measure
Percentage of statutory responsibilities completed within agreed timeframes	7,38	90%	100%	Discontinued measure
Number of Regional Planning Committee (RPC) meetings held per year (previously Regional Coordination Committee RCC)	8,39	4	7	Discontinued measure
Number of sub-regional planning and infrastructure forums held per year	9,39	5	0	Discontinued measure
Number of Regional Landscape and Open Space Committee meetings held per year	10,39	6	6	Discontinued measure
Key stakeholder satisfaction with the quality of SEQ Regional Plan implementation process	11,39	75%	75%	Discontinued measure
Concurrence agency requests processed within required timeframes	12,38	90%	100%	Discontinued measure
Produce an updated SEQ Infrastructure Plan Program	13,38	June 2010	June 2010	Discontinued measure
Output: Infrastructure and Economic Development				
Area of land secured for economic development (hectares)	14,39	777	5,515	Discontinued measure
Number of major projects coordinated:				
– Proposed projects	15,39	31	35	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
- Committed projects	16,39	16	16	Discontinued measure
Estimated capital value of major projects coordinated:				
- Proposed projects	17,39	\$83.15 billion	\$96.14 billion	Discontinued measure
- Committed projects	18,39	\$15.94 billion	\$30.33 billion	Discontinued measure
Number of economic development infrastructure and major land use planning projects being developed	19,39	34	29	Discontinued measure
Number of private sector infrastructure project proposals being evaluated or facilitated	20,39	17	12	Discontinued measure
% of satisfaction ratings greater than or equal to 3 (on a 1 to 5 scale) with infrastructure planning services	21,39	90%	90%	Discontinued measure
Estimated number of jobs generated:				
- Proposed projects	15,39	49,645	67,676	Discontinued measure
- Committed projects	16,39	20,723	30,983	Discontinued measure
% of committed major projects on schedule to agreed milestones	22,39	80%	100%	Discontinued measure
% of area of land secured for economic development located in regional Queensland	14,39	83%	94%	Discontinued measure
% of major land use planning projects and studies located in regional Queensland	19,39	90%	93%	Discontinued measure
% of estimated number of jobs generated by (committed) projects located in regional Queensland	16,39	60%	70%	Discontinued measure
Output: Infrastructure Delivery				
Number of major projects coordinated:				
- Proposed projects	23,39	2	1	Discontinued measure
- Committed projects	24,39	7	8	Discontinued measure
Estimated capital value of major projects:				
- Proposed projects	25,39	\$0.08 billion	\$0.3 billion	Discontinued measure
- Committed projects	26,39	\$5.59 billion	\$3.22 billion	Discontinued measure
Number of private sector infrastructure project proposals being evaluated or facilitated	27,39	1	1	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Estimated number of jobs generated:				
- Proposed projects	28,39	185	200	Discontinued measure
- Committed projects	29,39	4,250	4,330	Discontinued measure
% of committed major projects on schedule to agreed milestones	30,39	75%	87%	Discontinued measure
% of estimated number of jobs generated by (committed) projects located in regional Queensland	31,39	50%	35.7%	Discontinued measure
Output: Local Government				
Number of councils with unqualified audit reports	32,39	65	67	Discontinued measure
Percentage of Councillors advised/trained in the Code of Conduct	33,39	100%	100%	Discontinued measure
Client satisfaction with advice and services provided by the department	34,38	80%	83%	Discontinued measure
Local government satisfaction with departmental relationship	34,39	80%	84%	Discontinued measure
Client satisfaction with management of local government funding programs	34,39	80%	78%	Discontinued measure
Percentage of grant and subsidy notifications within agreed timeframes	35,39	95%	88%	Discontinued measure
Proportion of local government grants and subsidies distributed to rural, regional and Indigenous communities	36,39	70%	88%	Discontinued measure
Administration costs as a percentage of local government grants and subsidy funding distributed	37,39	0.75%	0.75%	Discontinued measure

Notes:

- Following a revision of the total number of councils with a population greater than 10,000 (now revised at 27 of 57 councils), the 2009-10 Target/est. was revised to 23 (down from 28). The 2009-10 Estimated actual of 23 represents 75% of higher population councils with operational or advanced Priority Infrastructure Plans.
- All departmental consultations were promoted on the department's website, the *Get Involved* website and through traditional channels, with increased numbers of stakeholders accessing publications including *South East Queensland Regional Plan 2009 – 2031*, Pool Safety Guidelines, the Sustainability Declaration and Integrated Development Approval System (IDAS) forms.
- More than 6000 stakeholders participated in a range of workshops and sessions regarding Building and Development Tribunal Referee Training, the *South East Queensland Regional Plan 2009-2031*, the Strategic Cropping Land Discussion paper, the *Sustainable Planning Act 2009*, the Draft SEQ Climate Change Management Plan, Tropical Design Forums and a Roadshow to promote the changes to Queensland's Building Laws.
- Scheduled milestones for 2009-10 completed include the release of the South West Regional Plan, the Central West Regional Plan, and Maranoa-Balonne Regional Plan, the Draft State Planning Regulatory Provisions for the Wide Bay Burnett Region and the public consultations and review of submissions for the North West Regional Plan.
- 2009-10 marked a turning point for participation, with Smart eDA lodgement now able to be integrated with online payments. A strong communication strategy linked with DIP website changes increased the profile of this initiative and contributed to 2009-10 Target/est. being exceeded.
- The 2009-10 Estimated actual for client satisfaction is determined through feedback at seminars and workshops conducted and responses to surveys on the usefulness of publications provided. See notes 2 and 3 re the range of seminars, workshops and publications.
- The estimated actual for 2009-10 indicates the department met all timeframes under the *Sustainable Planning Act 2009* in relation to Ministerial Call-ins.
- Regional Planning Committee meetings facilitate high level dialogue and information sharing between the State and local government, with additional meetings held to facilitate the Growth Summit held in March 2010.
- As the review of the South East Queensland Regional Plan has been completed, no subregional planning forums were required in 2009-10. In this period, engagement with local governments occurred through the South East Queensland Council of Mayors as representatives of local government on the Regional Planning Committee.

10. The 2009-10 Estimated actual indicates all scheduled meetings of this advisory committee were held. The committee acts as a forum for key stakeholders to discuss policy development and implementation of the South East Queensland Regional Plan as it impacts on the regional landscape, regional open space and rural areas of South East Queensland.
11. Feedback in support of the 2009-10 Estimated actual was determined mainly through stakeholder forums.
12. The 2009-10 Estimated actual indicates all timeframes were met with respect to Ministerial advice agency powers and concurrency agency powers provided by the *Sustainable Planning Act 2009*.
13. The process to develop and release an annual revised South East Queensland Infrastructure Plan and Program (SEQIPP) is on target.
14. The 2009-10 Target/est. anticipated securing land at Mackay, Gympie and Amberley. This target was significantly exceeded due to the securing of land for the Abbot Point State Development Area (3,658 ha) and the Callide Infrastructure Corridor State Development Area (1,385 ha) in addition to a number of smaller parcels.
15. During 2009-10 eight projects were declared as significant projects (and added to the list of proposed projects) with a total capital value estimated at \$24.88 billion and 15,820 jobs. The other 27 proposed major projects reflect the continued strong activity in the resource sector.
16. The number of committed major projects managed during 2009-10 has resulted from the progression of major resource projects including the Bowen Basin Coal Growth Project and the Queensland Curtis LNG Project and water related projects including the Gladstone to Fitzroy Water Pipeline and the Northern Pipeline Interconnector Stage 2. These two resource projects alone are estimated to generate 12,865 additional jobs. Of the total 16 committed projects, nine are located in regional Queensland and are estimated to generate 21,630 jobs.
17. The increased capital value of proposed major projects managed during 2009-10 resulted from the addition of projects declared as significant including resource related projects such as Zerogen Commercial Project in the Southern Bowen Basin with a capital value of \$4.3 billion and the addition of proposed infrastructure projects such as the Cross River Rail Link with an estimated capital value of \$8.2 billion.
18. The increased capital value of committed major projects is primarily due to significant coal infrastructure projects moving from proposed to committed, for example, the Bowen Basin Coal Growth Project and Queensland Curtis LNG account for \$13 billion in capital value.
19. The 2009-10 economic conditions resulted in fewer than anticipated economic development infrastructure and land use planning projects being developed. 29 projects which were developed during the year including twelve State Development Areas, five of which are at Gladstone, and sixteen regional development projects associated with resource development, rail and port infrastructure. 27 of the projects (93%) were located in regional Queensland.
20. Due to the current economic climate there were fewer than anticipated private sector infrastructure projects evaluated and facilitated during 2009-10. Some of the new projects in 2009-10 included Port of Brisbane Motorway, Cross River Rail Link and Sunshine Coast Transport Corridor.
21. Satisfaction was determined from a survey conducted in April 2010.
22. All sixteen committed major projects are currently on track against agreed milestones.
23. During 2009-10 the Wyaralong Water Treatment Plant moved to the committed stage leaving the Kuraby and Cedar Grove Interconnector as the only proposed project being coordinated.
24. During 2009-10 the Traveston Crossing Dam Project was deleted as a committed project, however, two additional committed projects being the Wyaralong Water Treatment Plant and the Whitsunday Coast Airport Upgrade were added.
25. The higher 2009-10 Estimated actual was due to a re-evaluation of the capital value of the Kuraby and Cedar Grove Interconnector.
26. Whilst the number of committed projects increased by one, the overall capital value for committed projects is significantly reduced due to not processing the Traveston Crossing Dam project.
27. The Airport Link Project is noted as a private sector infrastructure project.
28. The 2009-10 Estimated actual represents jobs generated by the Kuraby and Cedar Grove Interconnector.
29. A review of the jobs generated by the Airport Link Project resulted in an increase of 630 jobs (now estimated to generate 2,780 jobs). This increase and the addition of the Wyaralong Water Treatment Plant as a committed project offset the reduction in jobs as a result of Traveston Crossing Dam not proceeding.
30. Of the eight committed projects, the only one not on target against agreed milestones is the Fluoridation Implementation in Regional Queensland Project.
31. The 2009-10 Estimated actual of 35.7% represents 1,550 jobs in regional Queensland.
32. The 2009-10 Estimated actual of 67 represents 92% of the total 73 councils which had their financial statements audited by the Queensland Auditor General.
33. During 2009-10 all councillors were made aware of their obligations including the changes under the *Local Government Act 2009*, which takes effect on 1 July 2010. The new legislation will provide that councillors, by virtue of being elected and holding the office of councillor, are individually and collectively bound by the purpose and principles of the Act (sections 3 and 4); the responsibilities and powers of councillors (section 12); the financial sustainability criteria (section 102); and any other obligations under the Act.
34. The 2009-10 Estimated actual was determined from a Business Improvement Survey conducted in April 2010. commissioned by the department and undertaken by the Office of Economic and Statistical Research.
35. The 2009-10 Estimated actual is lower than the 2009-10 Target/est. due to delays in receiving supporting documentation from some councils and approval by partnering State Government departments. Some delays were also caused by the need for technical advice or information/clarification after receipt of the application, for example, incomplete local government applications under Natural Disaster Relief and Recovery Arrangements.
36. The higher than expected 2009-10 Estimated actual is principally due to increased funding for Natural Disaster Relief and Recovery Arrangements in response to the flooding events which have impacted rural and regional and Indigenous communities throughout Queensland.
37. The major element of administration costs relates to staff costs. Whilst staffing numbers increased during 2009-10 due to the filling of some vacancies, the overall administration costs remained on target.
38. This measure is discontinued because the measure is similar in wording to a 2010-11 service standard but a 'material' change has occurred whereby the 2009-10 data will no longer be directly comparable to 2010-11 data.
39. This measure is discontinued because it has no correlation to any of the 2010-11 service standards.

Department of Transport and Main Roads

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Rail, Ports and Aviation Systems				
Kilometres of rail track subsidised	1	6,445	6,210	Discontinued measure
Kilometres of rail corridor managed (leased and sub-leased)	1	9,798	9,798	Discontinued measure
Number and % of local government / community airports that meet regular public transport standard by region	1			
- Far North Qld		22 and 66	22 and 66	Discontinued measure
- Remainder of Qld		64 and 60	64 and 60	Discontinued measure
Number and % of strategic port land use plans receiving coordinated Government input	1	5 and 100	4 and 100	Discontinued measure
Ratio of overhead costs to contractual payments (transport service contracts) (%)	1	<2	0.10	Discontinued measure
Output: Integrated Transport Planning				
No. of development applications assessed under the department's <i>Integrated Planning Act 1997</i> concurrence powers	1,2	600	520	Discontinued measure
Level of satisfaction expressed by key stakeholders and community with the integrated transport planning process	1	High	High	Discontinued measure
Percentage of development applications assessed within <i>Integrated Planning Act 1997</i> timeframes	1,2	95	95	Discontinued measure
Output: Road Use Management				
Number of new school crossing supervisors employed	1	15	15	Discontinued measure
Number of school crossings opened	1	15	15	Discontinued measure
Number of licences on register	1	3,152,500	3,132,000	Discontinued measure
Number of vehicles on register	1	4,292,000	4,323,200	Discontinued measure
Motor vehicle registration revenue (\$ million)	1	1,244	1,268	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Proportion of actions from Qld Road Safety Action Plan implemented (%)	1	100	100	Discontinued measure
Direct cost per delivery of registration renewal - average across all delivery channels	1	5.53	5.59	Discontinued measure
Output: Maritime Safety				
Number of registrations	1			
– Recreational		234,000	235,000	Discontinued measure
– Commercial		5,690	5,500	Discontinued measure
Number of licences (new issues)	1			
– Recreational		40,000	44,100	Discontinued measure
– Commercial		1,300	1,100	Discontinued measure
Number of applications associated with commercial licences	1	2,500	2,100	Discontinued measure
Person hours of maritime compliance activity	1	15,000	13,300	Discontinued measure
Person hours of maritime education activity	1	12,600	12,000	Discontinued measure
Output: Public Transport Services				
Number of Authorities Issued – new and renewal	1			
– Operator Accreditation		4,400	4,400	Discontinued measure
– Driver Authorisation		32,000	32,000	Discontinued measure
Number of licences on issue	1			
– Taxi Licences		3,275	3,253	Discontinued measure
% wheelchair accessible		17	20	Discontinued measure
– Limousine Licences		520	535	Discontinued measure
Number of taxi contracts managed	1	24	23	Discontinued measure
Number and % of total school children assisted	1	150,000 22	151,000 21	Discontinued measure
Number of communities directly supported by service contracts	1			
– Air		26	26	Discontinued measure
– Long distance bus services		50	50	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of vehicle kilometres in bus contract areas	1			
- Bus (regional urban – govt contracted)		18,070,000	18,500,000	Discontinued measure
- Bus (long distance)		4,450,000	4,450,000	Discontinued measure
Revenue collections for authority renewals (\$'000)	1			
- Operator Accreditation		773	843	Discontinued measure
- Driver Authorisation		1,104	975	Discontinued measure
Number of air services (flights) operated under contract	1	7,264	7,264	Discontinued measure
Ratio of overhead costs to total assistance payments and subsidies paid (%)	1	3.5	3.5	Discontinued measure
Whole-of-Product Cost per transaction involving authorities and licences	1			
- Driver Authorisation Bus / Taxi		56.27	56.21	Discontinued measure
- Average Operator Accreditation Bus / Taxi / Limousines		413.78	413.38	Discontinued measure
Output: Road System Planning				
Road length (State-controlled roads)	1,3			
- total kilometres		33,337	33,343	Discontinued measure
- total urban lane kilometres		4,136	4,178	Discontinued measure
- total rural lane kilometres		59,189	59,491	Discontinued measure
Percentage of lane kilometres unsealed	1,3	11.5	11.06	Discontinued measure
Number of bridges - Timber	1,3	366	350	Discontinued measure
Number of bridges - Other	1,3	2,586	2,550	Discontinued measure
Road Ride Quality	1,3,4			Discontinued measure
- <110 NRM (4.2 IRI) Urban, Rural		95, 92	95.04, 91.68	Discontinued measure
- <140 NRM (5.3 IRI) Urban, Rural		99, 98	98.52, 98.03	Discontinued measure
Replacement value of State-controlled road network (\$' million)	1	54,877	54,877	Discontinued measure
Value of properties held for future works as a percentage of the replacement value of the State-controlled road network	1	2	2.56	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Road Program Development and Delivery				
Number of lane kilometres rehabilitated	1	550	480	Discontinued measure
Number of lane kilometres resealed/resurfaced	1	4,500	4,300	Discontinued measure
Number of timber bridges rehabilitated and/or replaced	1	30	30	Discontinued measure
Total number of timber bridges remaining on Higher Mass Limit (HML) routes	1	5	1	Discontinued measure
Number of crashes by road users at and around road project worksites	1,5	26	N/A	Discontinued measure
Expenditure on road maintenance and rehabilitation (\$ million)	1	577	820	Discontinued measure
Percentage of RIP projects with environmental assessments undertaken	1	100	99.4	Discontinued measure
Percentage of completed road corridor environmental assessments	1	100	98.9	Discontinued measure
Network availability to increased capacity heavy vehicles (the percentage of Type 2 Road Train network available)	1	35	33	Discontinued measure
Number of serious injury (hospitalisation) crashes on State-controlled roads per 100 million vehicle kilometres travelled	1,5	Improvement over time	N/A	Discontinued measure
Number of killed and serious injury (KSI) crashes on State-controlled roads per 100 million vehicle kilometres travelled by identified crash type	1,5	Improvement over time	N/A	Discontinued measure
Congestion indicator relating to the greater Brisbane area	1,6			Discontinued measure
- AM peak km/h		39.1	38.1	Discontinued measure
- PM peak km/hr		31.6	33.2	Discontinued measure
- Off peak km/hr		21.9	23.0	Discontinued measure
- All day km/hr		31.3	32.5	Discontinued measure
Percentage of State-controlled road network with an acceptable 'Level of Service' consistent with Austroads' methodology	1			Discontinued measure
- Urban		40	40	Discontinued measure
- Rural		84	84	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of Transport Infrastructure Development Scheme (TIDS) projects funded	1	640	960	Discontinued measure
Bikeway grants (\$ million)	1	4.6	4.67	Discontinued measure

Notes:

- In transitioning to the government's Performance Management Framework, the Department of Transport and Main Roads reviewed and discontinued a number of output performance measures where:
 - The measure is not an appropriate service standard to reflect the department's efficiency and effectiveness; or
 - The measure is of an inventory or activity nature; or
 - The function measured was transferred to another department; or
 - The measure quality assessment process recommended discontinuing.
- The *Sustainable Planning Act 2009* replaced the *Integrated Planning Act 1997*.
- The 2009-10 Target/est. as per actual 2008-09 results published in the department's 2008-09 Annual Report.
- The proportion of travel undertaken each year on rural and urban State-controlled roads with conditions better than the specified benchmark, using Austroads' Smooth Travel Exposure methodology (National Association of Australian State Road Authorities Roughness Meter).
- The 2009-10 Estimated actual is not available due to delays in receiving data sets from new reporting systems.
- Congestion indicator relating to the greater Brisbane area difference between actual travel speed and posted speed limit(s) on a representative sample of arterial roads and motorways in the urban metropolitan area. The result will grow as congestion increases.

TransLink Transit Authority

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Cost (\$) of subsidy per passenger kilometre for TransLink – Citytrain	1	0.41	0.44	Discontinued measure
Cost (\$) of subsidy per passenger kilometre for TransLink – Bus	1	0.22	0.22	Discontinued measure

Note:

- These measures were replaced with a new service standard - *Cost (\$) of subsidy per passenger trip – Bus, Rail and Ferry*, which can be calculated using more accurate data. These discontinued measures relied on fixed estimates – 20 km as the average for a rail trip and 10 km for a bus trip which had not been revised since 2004-05. Furthermore the cost factors differed considerably between the two modes which could lead to invalid comparisons between the two due to contributions towards rail access versus bus registration fees paid to the Department of Transport and Main Roads of which part are funded by the Government.

Department of Public Works

Queensland Building Services Authority

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Renewal reviews finalised	1	78,000	78,000	Discontinued measure
Customers advised by telephone	2	245,000	243,500	Discontinued measure
Reviews of Building Services Authority decisions satisfactorily resolved (%)	3	90	90	Discontinued measure
Disputes satisfactorily resolved (%)	4	75	72	Discontinued measure
Approved claimants fully compensated (%)	5	98.5	99	Discontinued measure
% Contractors compliant with:				
(a) Certifiers technical audit requirements	6	70	70	Discontinued measure
(b) Licensing	7	95	98	Discontinued measure
(c) Requests to rectify	8	80	80	Discontinued measure
(d) Allowable annual turnover	9	99	98	Discontinued measure
(e) DBCA Act	10	80	98	Discontinued measure
Days to admit 50% of insurance claims	11	20	20	Discontinued measure

Notes:

1. All renewal reviews must be finalised for licensees to retain licence.
2. Measure discontinued as no longer considered meaningful given increased use of email and internet.
3. Measure discontinued as "satisfactorily resolved" included a range of resolutions including withdrawal of applications and settlements.
4. Measure discontinued due to lack of quantifiable data.
5. Measure discontinued as all approved claimants are fully compensated in accordance with the terms of their policy.
6. Discontinued as inappropriate measure of certifier compliance.
7. Measure discontinued and replaced with service standard - *Number of unlicensed contractor investigations initiated*.
8. Measure discontinued as no longer appropriate as non-compliance with requests to rectify may be attributable to a range of factors.
9. Measure discontinued as investigations into breaches of allowable annual turnover are included with financial investigations initiated.
10. Measure discontinued due to lack of verifiable data. Service standard - *Investigations into breaches of legislated contractual obligations*, considered to be a more robust measure.
11. Measure discontinued due to lack of available data as a result of system changes.

Department of Communities

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Aboriginal and Torres Strait Islander Services				
Number of corporate/community agreements brokered in partnership	1	20	22	Discontinued measure
Number of service delivery initiatives coordinated to address priority issues in partnership agreements with the 19 Meeting Challenges, Making Choices communities	2	50	53	Discontinued measure
Level of key stakeholder satisfaction with the department's facilitation of and support to negotiation table processes	3	60%	75%	Discontinued measure
Output: Child Safety Services				
Services for children and young people at risk				
Percentage of children who were renotified within 12 months of a prior notification	4	20%	18%	Discontinued measure
Percentage of children with substantiated harm experiencing a subsequent substantiation within 12 months	5,6	15%	15%	Discontinued measure
Percentage of children who were the subject of a decision not to substantiate experiencing a subsequent substantiation within 12 months	5,7	8%	8%	Discontinued measure
Rate of substantiated harm per 1,000 children (0-17 years of age) outside of South East Queensland	8,9	7.9	6.7	Discontinued measure
Services for young people in care				
Number of children subject to finalised orders	10,11	6,440	7,130	Discontinued measure
Number of children subject to interim orders	10,11	1,050	970	Discontinued measure
Total number of children subject to protective orders	10	7,490	8,100	Discontinued measure
Number of children living away from home subject to a protective order, by placement type:				
– approved foster care	12,15	3,850	4,120	Discontinued measure
– approved kinship care	13,15	2,060	2,260	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
- other	14,15	730	830	Discontinued measure
- total	15	6,640	7,210	Discontinued measure
Number of children living away from home not subject to a protective order, by placement type:				
- approved foster care	12,15,16	500	210	Discontinued measure
- approved kinship care	13,15,16	330	150	Discontinued measure
- other	14,15,16	160	120	Discontinued measure
- total	15,16	990	480	Discontinued measure
Percentage of children subject to protective orders and living away from home in approved kinship care	10,15	31%	31%	Discontinued measure
Percentage of children and young people exiting out-of-home care after 12 months or more who have had three or fewer placements	17	69%	67%	Discontinued measure
Percentage of foster carers eligible to receive Regional Remote loading	18	9%	8.7%	Discontinued measure
Adoption services				
Number of assessments for inter-country adoption completed	19	100	41	Discontinued measure
Number of assessments for local adoption completed	20	40	36	Discontinued measure
Number of final adoption orders made	21	85	59	Discontinued measure
Number of applications lodged for review to the Children Services Tribunal	22	1	0	Discontinued measure
Percentage of education and information programs conducted outside of Brisbane	23	10%	0%	Discontinued measure
Output: Community and Youth Justice Services				
Information and communication technology shared services				
Number of client agency staff trained in core systems arising from the information management reform program	24,25	ICMS–2,582 DISQIS–500	ICMS– 1,950 DISQIS– 363	Discontinued measure
Availability of core systems and infrastructure	25	98%	99.6%	Discontinued measure
Delivery cost per user for core services (\$)	25	\$2,305	\$2,348	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Community renewal				
Percentage of funds used on education and skills related projects	26,28	14%	0%	Discontinued measure
Percentage of project funds used for community facilities	26,28	18%	0%	Discontinued measure
Percentage of Community Renewal projects with service integration outcomes	26,27	95%	61%	Discontinued measure
Percentage of Indigenous people in Community Renewal zones who participate in Community Renewal	26	10%	17%	Discontinued measure
Level of resident satisfaction with Community Renewal zone as a place to live	26	85%	86%	Discontinued measure
Percentage of total project funds contributed by partner agencies	26,28	53%	0%	Discontinued measure
Resident satisfaction with level of changes in Community Renewal zone since Community Renewal commenced	26	80%	79%	Discontinued measure
Percentage of Community Renewal projects demonstrating sustainable outcomes	26,27	90%	61%	Discontinued measure
Level of resident satisfaction with services available locally in Community Renewal zones	26	55%	49%	Discontinued measure
Average value of assistance per Community Renewal zone	26,30	\$476,000	\$550,000	Discontinued measure
Output: Housing and Homelessness Services				
Social rental housing				
Number of applications on the Housing Register	31,32	26,000	34,000	Discontinued measure
Number of Indigenous applications on the Housing Register	31,33	3,100	4,250	Discontinued measure
Property Standard Index - social rental housing properties	34	*	*	Discontinued measure
Percentage of registered community housing providers meeting prescribed requirements under the <i>Housing Act 2003</i> and the <i>Housing Regulation 2003</i>	35	95%	99%	Discontinued measure
Percentage of new households assisted within three years for social rental housing	36,37	78%	86%	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Indigenous community housing				
Percentage of registered Indigenous community housing providers meeting prescribed requirements under the <i>Housing Act 2003</i> and the <i>Housing Regulation 2003</i>	35,38	95%	100%	Discontinued measure
Private market assistance				
Percentage of registered providers meeting prescribed requirements under the <i>Housing Regulation 2003</i>	35	95%	98%	Discontinued measure
Percentage of Bond Loan payments to the Residential Tenancies Authority within 24 hours of confirmation of tenancy	39	100%	100%	Discontinued measure
Percentage of grants paid by date specified in funding agreement	40	100%	100%	Discontinued measure
Percentage of new loan applications processed with 28 days	41	95%	95%	Discontinued measure
Crisis housing				
Property Standard Index – Crisis Accommodation Program properties	34	*	*	Discontinued measure
Output: Disability and Community Care Services				
Accommodation support services				
Percentage of new funding initiatives implemented within agreed timeframes	42	100%	100%	Discontinued measure
Community services				
Number of Local Area Coordinators (full-time equivalent)	44	50	53	Discontinued measure
Percentage of new funding initiatives implemented within agreed timeframes	42	100%	100%	Discontinued measure
Community and home care				
Service category 5 – Home modifications – number of modifications	45	518	518	Discontinued measure
Output: Multicultural Services				
Number of community organisations assisted through the Multicultural Assistance Program	46	70	97	Discontinued measure
Number of community groups involved in the Queensland Multicultural Festival	47	80	90	Discontinued measure
Number of process improvement reviews undertaken	48	10	11	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
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Output: Sport and Recreation Services

Participation in departmental sport and active recreation programs:

- total participants in the department's sport and active recreation programs	49	900,000	953,122	Discontinued measure
Stakeholder satisfaction with services provided by the QAS	50	85%	85%	Discontinued measure
Percentage of grant and subsidy notifications within agreed timeframes	51	95%	95%	Discontinued measure

Output: Women's Services

Stakeholders' satisfaction with Office for Women's engagement of them in women's policy development processes	52	85%	*	Discontinued measure
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* Data not available

Notes:

1. This measure has been replaced with a new service standard relating to the Remote Indigenous Land and Infrastructure Program Office.
2. This measure has been replaced with a new service standard relating to the number of ATSIIS led key engagement forums to drive Indigenous reforms.
3. This measure has been amended to *Level of key stakeholder satisfaction with the department's support for engagement processes* to better reflect the department's support for Aboriginal and Torres Strait Islander engagement generally, including negotiation processes.
4. This measure is a partial indicator of the effectiveness of departmental services in terms of protecting children from further harm. Renotifications are measured as the proportion of distinct children notified in a financial year who were the subject of a subsequent notification within a period of 12 months after the initial notification, and where the subsequent notification relates to a different report of alleged harm or risk of harm. This means that the 2010-11 Target/estimate would relate to children initially notified in 2009-10. This measure has been discontinued as its usefulness for the department is affected by factors beyond the control of the department, such as changes in family circumstances, which may include a new partner or illness.
5. This measure counts the number of distinct children substantiated (or not substantiated) in a financial year who were subject to a subsequent substantiated notification within a period of 12 months after the initial substantiation. As a result, the 2009-10 Target/estimate relates to children initially substantiated (or not substantiated) in 2008-09.
6. This measure is a partial indicator of the effectiveness of departmental intervention provided to children who have been harmed or are at risk of harm. This measure has been discontinued as it is already captured through other departmental reporting, including the national *Report on Government Services*.
7. This measure is a partial indicator of the department's ability to reduce the risk of harm to children by appropriately assessing the information it receives about possible child protection incidents. The measure has been discontinued as it is already captured through other departmental reporting, including the national *Report on Government Services*.
8. Rate of substantiated harm is measured as the number of distinct children subject to substantiated harm or risk of harm per 1,000 children aged 0-17 years. Population data is based on estimated resident population figures. This measure has been discontinued as it is not considered useful for the department, and more detailed regional information is already captured through other departmental reporting.
9. The 2009-10 Estimated actual figure for the rate of substantiated harm is lower than the 2009-10 Target/estimate, reflecting the lower than expected number of substantiations.
10. Protective orders include child protection orders and court assessment orders that are finalised or interim. If a child is subject to more than one type of order they are counted only once.
11. The 2009-10 Estimated actual for the number of children subject to interim orders and finalised orders have been revised from 2009-10 Target/estimate figures. The split between those children subject to an interim order and those subject to a finalised order has been revised to reflect recent trends in recorded data. This measure has been discontinued as the distinction between finalised and interim orders is not considered useful for the department.
12. Approved foster care includes children living with a foster carer or a provisionally approved carer where no family relationship exists between carer and child.
13. Approved kinship care includes children living with a kinship carer and children living with a foster carer or provisionally approved carer where a family relationship exists between the carer and child.

14. Other care includes all children placed with residential care services, hospitals, independent care arrangements, Queensland youth detention centres, and all other placements.
15. This measure has been discontinued as more appropriate measures of the department's effectiveness in meeting the placement needs of children are reported in other service standards, such as the ratio of children in home-based care to carer families and the total number of children living away from home by placement type.
16. The 2009-10 Estimated actual figures for the number of children living away from home and who were not subject to a protective order are lower than the 2009-10 Target/estimate figures. The split between those children subject to a protective order and those not subject to a protective order as at 30 June has been revised to reflect recent trends in recorded data.
17. This measure counts children who have been in out-of-home care for a continuous period of 12 months or more. The measure does not include support (respite) care or temporary placements lasting less than seven days. Placement stability is a partial indicator of the quality of services provided to children in out-of-home care. This measure has been discontinued as it is already captured through other departmental reporting, including the national *Report on Government Services*.
18. This measure has been discontinued because it is a legacy measure that aimed to provide information on the number of carers in remote locations. It does not identify the number of children requiring care in remote areas or whether the supply of carers is adequate to meet demand.
19. The number of assessments for intercountry adoption completed refers to the couples that were either approved or not approved as prospective adoptive parents for the intercountry program. There are substantially more couples on the register interested in adopting a child than there are children requiring an adoptive placement. As at 31 January 2010, 200 couples were on the intercountry children's adoption register. For the 2008-09 financial year there were 49 children adopted from overseas countries. These numbers are likely to reduce further due to the following: in November 2009 the Attorney-General's Department (AGD) suspended Australia's program with Ethiopia and whilst the program was officially re-opened on 6 April 2010, it is currently inactive due to no referrals of children to the Ethiopian program; in January 2010 the AGD withdrew its support for the Fiji program; in February 2010 Thailand advised that they would not receive any further files for 2010; and in April 2010 South Korea reduced the quota of children requiring an adoptive placement. This measure is now amalgamated with local adoptions into the service standard *Number of assessments for prospective adoptive parents completed*.
20. The number of assessments for local adoption completed refers to the couples that were either approved or not approved as prospective adoptive parents for the Queensland program. This measure is now amalgamated with local adoptions into the service standard *Number of assessments for prospective adoptive parents completed*.
21. Number of final adoption orders made, excludes interim orders. There was a decrease in the number of final adoption orders made due to the commencement of the *Adoption Act 2009* which now requires Queensland adoptions to be subjected to a twelve month interim order period before a final adoption order is made. Intercountry adoptions have decreased due to the following: in November 2009 the Attorney-General's Department (AGD) suspended Australia's program with Ethiopia and whilst the program was officially re-opened on 6 April 2010, it is currently inactive due to no referrals of children to the Ethiopian program; the withdrawal of support by the Attorney-General's Department for the Fiji program; and a reduction or cessation in the quotas of children requiring an adoptive placement by South Korea and Thailand. This measure has been discontinued as it is outside the control of the department. This information is also captured by the national Australian Institute of Health and Welfare.
22. Number of applications lodged for review to the Children's Services Tribunal refers to the number of applications lodged in the Queensland Civil and Administrative Tribunal to review a decision made by Adoption Services Queensland in accordance with section 319 of the *Adoption Act 2009*. This measure has been discontinued as it is outside the control of the department.
23. Percentage of education and information programs conducted outside of Brisbane refers to the number of information sessions held for couples prior to them expressing an interest to adopt and for an education session once couples are engaged in the assessment process. No education sessions were held outside of Brisbane due to insufficient numbers of couples that resided in a particular area, therefore it was more efficient to conduct the information and education sessions in Brisbane. This measure has been discontinued as its relevance has diminished now that information programs are delivered online.
24. The number of agency staff trained in these systems is less than forecast due to reduced training needs. However, training in other IT systems has increased.
25. This measure has been discontinued as a result of the March 2009 machinery-of-Government changes. The Department of Communities no longer provides a shared Information and Communication Technology (ICT) service to its former departments, but operates a consolidated whole of department internal ICT service.
26. This measure has been discontinued as the Community Renewal grants program ceased in June 2009. The new Community Participation Program will focus on partnerships rather than grants to facilitate and enable outcomes for clients and the department. New service standards introduced will capture performance of Community Participation Programs' outcomes.
27. A number of infrastructure related projects funded under the former Community Renewal Program were delayed due to factors varying from poor weather conditions delaying construction, protracted negotiations with project partners, unforeseen building compliance issues and the turn-over of partner project management staff delaying the meeting of project milestones. These projects will be closely monitored to ensure timely finalisation.
28. All approved former Community Renewal funding was allocated in February 2009. No further funding was approved for the 2009-10 financial year.
29. No new grants funding was approved for the 2009-10 financial year and as a decision was taken to cease the grants program, it was inappropriate to seek matching funds from partner agencies.
30. Grants funding of \$0.67 million from 2008-09 was carried over to 2009-10. The increased budget allowed for higher average value assistance to former Community Renewal zones in 2009-10.
31. The 2009-10 Estimated actual has increased as a result of a genuine increase in demand for social housing. There may also be applications on the Housing Register which are no longer valid or required. Full application reviews were undertaken when the former waitlists were converted to the Housing Register. It is planned that further reviews will be undertaken during 2010-11 to ensure that all applications on the Housing Register are valid, and to possibly reduce the intensity of growth in the number of applications on the Housing Register.

32. This measure has been discontinued as the most appropriate measure for the Housing Register, reports applications eligible for long-term social housing. This is reported as a continuing, separate service standard.
33. This measure has been discontinued as the most appropriate measure for the Housing Register, reports Indigenous applications eligible for long-term social housing. This is reported as a continuing, separate service standard.
34. Data is not available due to a methodological review of the Property Standards Index. Work is continuing with CSIRO to progress the review and implement enhancements. This measure has been discontinued as a new methodology for property standards will be implemented which provides Property Standard Index (PSI) results for three areas: amenity, maintenance and lifecycle (age), of which only maintenance impacts on a dwelling's quality. This measure has been replaced by a service standard reporting dwellings in acceptable condition (Property Standard Index maintenance score of greater than 8.0).
35. This measure has been discontinued as a separate item and has been amalgamated into the service standard *Percent of registered providers meeting prescribed requirements under the Housing Act 2003 and the Housing Regulation 2003*.
36. Benefits of the Client Intake and Assessment Process continue to be achieved. Improved identification of clients' needs enables a more tailored approach to assisting clients promptly, with a focus on clients with high and very high needs.
37. This measure has been discontinued as the most appropriate standard for allocation time, reports the average wait time to allocation for assistance. This is reported as a continuing, separate service standard.
38. The 2009-10 Target/estimate is for 95% or above. 100% of Indigenous housing providers complied with the above mentioned act and regulation.
39. This measure has been discontinued as it is standard practice for all bond loan payments to be made within 24 hours.
40. This measure has been discontinued as it is no longer meaningful. All grant payments are made by the stipulated dates in funding agreements. A payment is not made only on the grounds of a signed funding agreement not being in place.
41. This measure has been discontinued as this is not a key measure of service delivery.
42. This measure has been discontinued as the agreed timeframe is always the financial year for implementation.
43. This measure has been amended to *Percentage of service providers that remain certified or achieve recertification under the Disability Sector Quality System within the specified timeframe* as the initial timeframe for providers to become certified has been met.
44. This measure has been discontinued as it is not a measure of service delivery.
45. Home modifications are one-off, specialist interventions such as bathroom modifications, to enable people to function independently within their own homes. The Home and Community Care (HACC) Program provides funding for both major and minor home modifications. This measure has been discontinued as it only includes outputs relating to major home modifications. A new service standard has been introduced that includes all home modifications funded by the HACC Program and, as the cost for each modification varies significantly between occasions of service, be measured as a dollar figure.
46. This measure has been discontinued as it has been amended to the number of grants provided.
47. This measure has been discontinued. A new service standard has been developed for the number of people participating in Multicultural Affairs Queensland sponsored festivals and events.
48. This measure has been discontinued as it is not a measure of service delivery.
49. This measure has been discontinued to reflect the department's focus on the delivery of services to provide equitable access to target group populations such as Aboriginal and Torres Strait Islanders, people from culturally and linguistically diverse backgrounds, schools, youth at risk and people with disabilities in 2010-11.
50. This measure has been discontinued as the new Queensland Academy of Sport (QAS) operating model results in some athletes now being supported through their State sporting organisation rather than directly through the QAS, making the stakeholder survey group smaller and less relevant.
51. This measure has been discontinued following the introduction of a common service agreement for the department and release of new funding programs.
52. This measure has been discontinued following Ministerial consideration of the outcomes from the 2009 Mason Review and the subsequent implementation of the Office for Women's new service model. The Office for Women's strategic direction moved to a model of influencing key Queensland Government agencies in the development and delivery of their policies and programs. A new service standard has been introduced to reflect the change of strategic direction, in particular the change of key stakeholder relationships.

Commission for Children and Young People and Child Guardian

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of policy/submissions made	1	70	75	Discontinued measure
Complaints enquiries received	2,3	3,500	2,800	Discontinued measure
Complaints progressed	2,4	700	1,061	Discontinued measure
Percentage of complaints received from outside Brisbane locations	5	60%	73%	Discontinued measure
Number of child death cases reviewed	6	65	79	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Follow up on complaints resolution in 28 days	7	98%	99%	Discontinued measure
Percentage of complaints cases closed	7	85%	78%	Discontinued measure
Percentage of CDCRC cases reviewed within legislated timeframe	8	100%	100%	Discontinued measure
Percentage of Child Death Case Review Committee (CDCRC) recommendations accepted	8	95%	100%	Discontinued measure
Number of public and media statements and presentations made	9	700	411	Discontinued measure
Number of monitoring and review activities commenced	10	20	19	Discontinued measure
Number of monitoring and review activities completed	10	20	18	Discontinued measure
Percentage of monitoring and review recommendations accepted	10	90%	98%	Discontinued measure
Percentage of visitable sites known to the commission visited by Community Visitors outside Brisbane	5	100%	94%	Discontinued measure
Percentage of visitable homes known to the commission visited by Community Visitors outside Brisbane	5	100%	97%	Discontinued measure
Percentage of visitable sites contacted per month	11	90%	88%	Discontinued measure
Percentage of visitable homes contacted per month	11	90%	85%	Discontinued measure
Community visitation and support hours per year	12	180,000	170,000	Discontinued measure
Percentage of serious issues raised by Community Visitors (regarding both Visitable Sites and Homes) progressed to relevant agencies	13	100%	100%	Discontinued measure
Percentage of non-serious issues regarding visitable homes are resolved at the local level	14	85%	83%	Discontinued measure
Percentage of training and awareness activities conducted outside Brisbane	5	60%	50%	Discontinued measure
Percentage of Employment Screening Applications received outside Brisbane	5	65%	64%	Discontinued measure
Employment screening applications processed	15	250,000	270,000	Discontinued measure

Notes:

1. This measure has been discontinued and replaced with a new service standard to provide a stronger link to the commission's evidence base and United Nations Convention on the Rights of the Child obligations which are used to inform the policy / submissions made.
2. This measure has been discontinued as it is demand driven and outside the control of the commission. It has been replaced with a new service standard that provides an indicator of the commission's performance in resolving complaint issues.
3. Prior to the introduction of the commission's new information system, this measure reported the number of discrete contacts from complainants, which included multiple contacts. This measure has been replaced by a new service standard as the new system now reports the number of discrete issues raised by complainants.

4. Prior to the introduction of the new information system, this measure reported the number of letters sent to relevant agencies to progress complaints (which were manually counted). This measure has been replaced by a new service standard as the new system now reports the number of discrete issues referred to relevant agencies by letter.
5. This measure has been discontinued as demand related to a geographical area is outside the control of the commission and does not provide an indication of service performance.
6. This measure has been discontinued as it counts a volume of activity that is out of the commission's control.
7. This measure has been discontinued and replaced with a new service standard that provides an indicator of the commission's performance in resolving complaint issues.
8. This measure has been discontinued and replaced with a new service standard that more accurately reflects the commission's role in supporting the Child Death Case Review Committee (a statutory committee not under control of the commission).
9. This measure has been discontinued as it counts a volume of activity. The 2009-10 Estimated actual was influenced by fewer than planned compliance and risk management workshops (due to changes to legislation), and a change of strategy as to how stakeholders are engaged.
10. This measure has been discontinued and replaced with a new service standard that assesses the effectiveness of investigation, and monitoring and review recommendations.
11. This measure has been discontinued due to additional service standards introduced in 2010-11 Service Delivery Statement to reflect children who are being visited rather than homes or sites.
12. This measure has been discontinued as it has been replaced with a new service standard which more effectively measures the performance of the Community Visitor Program.
13. This measure was amended to include specific reference to the commission's mandate, and a timeframe.
14. This measure was amended to report on issues for children within the scope of the Community Visitor program that are resolved at the local level.
15. This measure has been discontinued as it only counts a volume of activity. New service standards have been introduced that are more reflective of blue card system effectiveness and processing efficiency.

Residential Tenancies Authority

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Access to RTA Services - Proportion of clients/properties from outside of the Brisbane Statistical Division	1			
- Bonds held		51%	53%	Discontinued measure
- Call Centre contacts		50%	51%	Discontinued measure
- Dispute resolution requests		50%	50%	Discontinued measure
- Investigations commenced		50%	35%	Discontinued measure

Note:

1. This measure has been discontinued due to the transition from outputs to services.

Family Responsibilities Commission

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Clients who are on Personal Responsibility Agreements	1	250	*	Discontinued measure
Clients who have agreed to Voluntary Income Management (VIM)	2	40	16	Discontinued measure

* Data not available

Notes:

1. This measure has been discontinued as data is not available. Personal Responsibility Agreements are not subject to mandatory reporting under the *Family Responsibilities Commission Act 2008*.
2. This measure has been discontinued as data is not reportable under the *Family Responsibilities Commission Act 2008*. Voluntary Income Management required changes to the *Social Security Act 1991* therefore clients on certain benefits were unable to volunteer to be subject to income management.

Department of Education and Training

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Early Childhood Education and Care				
Number of child care licensing transactions undertaken	1	1,700	2,015	Discontinued measure
Number of compliance notices issued to licensed and stand alone child care services	1	70	64	Discontinued measure
Output: Early Phase of Learning				
Number of students in the Early Phase of Learning	1,2	145,890	147,380	Discontinued measure
Number of Preparatory Year students:	1			
– Total		40,600	41,530	Discontinued measure
– Indigenous	3	3,360	3,610	Discontinued measure
Proportion of Queensland Preparatory students enrolled in state Preparatory Year classes	1	71%	70.0%	Discontinued measure
Proportion of Queensland Preparatory to Year 3 students attending state schools	1	70%	70.0%	Discontinued measure
<u>Year 2 Diagnostic Net</u> – Percentage of Year 2 students mapped who did not require intervention in relation to their literacy and numeracy development:	4			
– all:				
– reading		76%	75.2%	Discontinued measure
– writing		86%	84.2%	Discontinued measure
– number		82%	81.8%	Discontinued measure
– Indigenous:	3			
– reading		56%	50.7%	Discontinued measure
– writing		66%	61.2%	Discontinued measure
– number		61%	57.1%	Discontinued measure
Satisfaction of parents with their child's school	6	90%	89.4%	Discontinued measure
Average cost of service per student (\$)	5	10,780	10,270	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Middle Phase of Learning				
Number of students in the Middle Phase of Learning	1,2	239,890	237,160	Discontinued measure
Proportion of Queensland Year 4 to 9 students attending state schools		68%	67%	Discontinued measure
Satisfaction of parents with their child's school	6	85%	82.5%	Discontinued measure
Satisfaction of students with their school	6	79%	77.7%	Discontinued measure
Percentage of students continuing schooling across the key juncture – Year 7 to Year 8:	7			Discontinued measure
– all		91%	89%	Discontinued measure
– Indigenous	3	94%	92%	Discontinued measure
Average cost of service per student (\$)	5	10,559	10,415	Discontinued measure
Output: Senior Phase of Learning				
Number of students in the Senior Phase of Learning	1,2	99,130	100,720	Discontinued measure
Proportion of Queensland Year 10 to 12 students attending state schools	1	61%	62%	Discontinued measure
Apparent retention rate from Year 10 to Year 12:	1			
– total		74%	76%	Discontinued measure
– male		70%	73%	Discontinued measure
– female		77%	80%	Discontinued measure
– Indigenous		60%	58%	Discontinued measure
Satisfaction of parents with their child's school	6	81%	77.7%	Discontinued measure
Satisfaction of students with their school	6	67%	63.7%	Discontinued measure
Average cost of service per student (\$)	5	12,354	12,056	Discontinued measure
Percentage of students with VET qualifications (who completed Year 12)	1	63%	67.9%	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Students with Disabilities				
Number of state special schools	1,8	43	43	Discontinued measure
Number of students in special schools	1	3,325	3,390	Discontinued measure
Number of state schools providing:	1			
– special education programs		583	583	Discontinued measure
Number of students with disabilities identified as needing specialist support who are enrolled in state schools	1	19,090	20,230	Discontinued measure
Satisfaction of parents with their child's:	6			
– special school		93%	93%	Discontinued measure
– state school		84%	78.2%	Discontinued measure
Average cost of service per student (\$)	5	27,127	26,152	Discontinued measure
Output: Vocational Education and Training Services				
Commencements for apprentices and trainees				
– 15-17 year olds	9	16,000	14,700	Discontinued measure
Number of apprentices and trainees in training	10	93,000	92,500	Discontinued measure
Total number of VET students:				
– VET (All)	11	300,000	280,300	Discontinued measure
– Total TAFE	12	206,000	183,700	Discontinued measure
– Cert III and above	13,14	– 202,000	191,700	Discontinued measure
– Higher-level training (Cert IV & above)	14	66,500	73,400	Discontinued measure
– Mature age		54,000	48,800	Discontinued measure
– 15-17 year olds	15	49,000	46,300	Discontinued measure
Total qualifications completed:				
– VET (All)	11	98,000	112,400	Discontinued measure
– Certificate III		61,000	64,600	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Total competencies successfully completed:	1			
- VET (All)	11,16	1.75M	1.78M	Discontinued measure
- Total TAFE		1.1M	1.1M	Discontinued measure
- Higher-level training (Cert IV & above)		370,000	454,200	Discontinued measure
Employment/further study outcome:	1			
- TAFE and VET providers		89%	87.2%	Discontinued measure
TAFE – non-government revenue (\$)	1	137M	137M	Discontinued measure
Compliance of training organisations with the Australian Quality Training Framework (AQTF):	1			
- Total number of registered training organisations in Queensland	17	1,400	1,456	Discontinued measure
- Number of organisations approved for registration as a registered training organisation	18	217	297	Discontinued measure
- Number of qualifications approved for organisations upon achieving registration/renewal of registration	19	2,651	2,208	Discontinued measure
- Number of qualifications approved to be added to the scope of existing registered training organisations	19	2,687	3,379	Discontinued measure
Compliance with the provisions of departmental training contracts:				
- Number of training contracts audited	20	67	46	Discontinued measure
Proportion of VET activity delivered in regional Queensland	21	34%	39.3%	Discontinued measure
Average cost per competency successfully completed				Discontinued measure
- Total TAFE		534	554	Discontinued measure
Total Government funding (\$'000)		587,554	609,788	Discontinued measure
- TAFE (All)				
Output: Higher Education				
Number of:	1			
- Queensland universities		9	9	Discontinued measure
- other approved higher education providers		38	32	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of students enrolled at Queensland universities:	1			
- total		195,000	196,800	Discontinued measure
- international		48,400	49,200	Discontinued measure
Number of applications for higher education courses:	1			
- new		40	41	Discontinued measure
- reaccredited/re-approval		25	8	Discontinued measure
Percentage of students at Queensland universities located in:	1			
- Brisbane		60%	60%	Discontinued measure
- other parts of Queensland		40%	40%	Discontinued measure
Output: Non-State Education				
Number of operating non-state schools in Queensland	1	472	467	Discontinued measure
Number of non-state students in the:	1			
- Early Phase of Learning (Preparatory - Year 3)		63,500	64,220	Discontinued measure
- Middle Phase of Learning (Years 4 - 9)		114,970	116,260	Discontinued measure
- Senior Phase of Learning (Years 10 - 12)		63,200	61,460	Discontinued measure
Number of applications received by the Non-State Schools Accreditation Board for:	22			
- establishing new non-state schools		6	3	Discontinued measure
- existing non-state schools to add type of education	23	5	1	Discontinued measure
- existing non-state schools to change accreditation attribute	24	20	17	Discontinued measure
Number of applications for government funding of non-state schools received by the Non-State Schools Eligibility for Government Funding Committee	22	15	9	Discontinued measure
Number of applications received for registration as a provider of courses for overseas students	1	35	33	Discontinued measure
Non-state schools involved in the cyclical review process:				
- percentage reviewed	25	96%	97%	Discontinued measure
- of those reviewed, percentage complying with the legislated criteria		100%	100%	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of notices issued by the Non-State Schools Accreditation Board	26	N/A	18	Discontinued measure
Percentage of applicants for re-registration as course providers to overseas students approved	27	N/A	N/A	Discontinued measure

Notes:

- Activity measures have been discontinued to accurately reflect the Government's transition to service standards with greater focus on efficiency and effectiveness.
- Student enrolments in State schools of Distance Education are distributed across the Early, Middle and Senior Phase of learning outputs according to year level.
- This is based on self-identified Aboriginal and Torres Strait Islander students.
- In 2009, 24,966 students participated in the Year 2 Diagnostic Net.
- Now provided as average cost per student (i) in Prep and Primary. (ii) Secondary and (iii) Students with disabilities.
- This measure is based on information provided by parents/caregivers in the *School Opinion Survey*, administered in all State schools in August 2009.
- This measure relates to the key juncture from Year 7 to Year 8 and shows the proportion of students transitioning from State primary schooling to State secondary schooling within Queensland.
- This measure includes 42 Special Schools and 1 Special Campus (Innisfail State College).
- This measure records the estimated number of individuals aged 15 to 17 who commenced, or are expected to commence, an apprenticeship or traineeship during the reporting period.
- 'In training' numbers include continuing students from qualifications begun in previous years. The decline in apprentice commencements had a late affect on students in training in 2009-10. However this was partially offset by constant traineeship activity.
- Levels of institutional training activity are lower than projected yet the number of qualifications completed and competencies successfully completed have improved.
- Southbank Institute of Technology (SBIT) and Gold Coast Institute of TAFE (GCIT) became statutory authorities in 2008. TAFE measures do not include SBIT and GCIT activity.
- This measure was changed in 2010-11 from students enrolled to students completing a Certificate III and above to track activity related to the *Towards Q2: Tomorrow's Queensland* Smart target of *three out of four Queenslanders will hold trade, training or tertiary qualifications by 2020*.
- The number of Certificate III and above students and the number of Certificate IV and above students is a unique count of publicly funded VET system students in the current year.
- The success of Education and Training Reforms for the Future (ETRF) initiatives including young people in apprenticeships and traineeships (incorporating School-Based Apprentices and Trainees) has contributed to the number of 15-17 year old students in 2009-10.
- The number of successfully completed competencies is expected to grow through increased enrolments in State and Australian Government initiatives, especially in the Certificate III and above levels consistent with Q2 targets. Students undertaking these courses complete more units of competency than those studying lower level courses.
- Includes information provided by the Queensland Studies Authority, but excludes other registered training organisations operating in Queensland under national registration. While the 2009-10 Target/estimate was calculated based on historical data and expected trends, actual performance is market driven.
- Approved for registration includes organisations registered for the first time and those organisations where registration is renewed. Includes information provided by the Queensland Studies Authority. While the target was calculated based on historical data and expected trends, actual performance is market driven.
- Includes information provided by the Queensland Studies Authority. While the target was calculated based on historical data and expected trends, actual performance is market driven.
- The 2009-10 Target/estimate of training contracts to be audited has not been met as a direct result of scarce audit capacity being reprioritised in response to an increase in registration applications. This reprioritisation has allowed registration applications to be processed faster, enabling registered training organisations to commence training earlier than would otherwise have been possible.
- The department aims to ensure the percentage of VET activity delivered to regional Queensland is commensurate with the proportion of the 15-64 year olds.
- The number of applications is subject to strategic decisions of school governing bodies.
- A type of education is defined in s.12 of the *Education (Accreditation of Non-State Schools) Act 2001* to mean primary education, secondary education, or special education.
- Attributes are defined in s.16 (3) of the *Education (Accreditation of Non-State Schools) Act 2001* and include items such as: governing body, the curriculum model the school is to follow, boarding facilities, etc.
- This measure indicates the percentage of non-state schools that have completed a cyclic review in the previous 5 years.
- This measure is for compliance notices, show cause notices, and notices to cancel accreditation and it is not appropriate to set a target, as this will be determined solely by due process and reported as Estimated Actual for 2009-10.
- No re-registration applications approved in 2009-10 due to delays in amendments to the *Education Services for Overseas Students Act 2000 (ESOS) (Cth)*.

Corporate and Professional Services

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Financial performance measures				
\$SSP operating surplus/(deficit)	1	Discontinued measure
% Labour costs as % of total expenses		65.5%	..	Discontinued measure
Non-financial performance measures				
Number of FTEs in SSP	1	1,090	..	Discontinued measure
% of OLAs signed		100%	..	Discontinued measure
Client and Customer satisfaction percentage		≥ 90%	..	Discontinued measure

Note:

- 2009-10 Estimated actuals for these discontinued measures are not available as the Corporate and Professional Services was subsumed into the department of Education and Training from 1 July 2009.

Queensland Studies Authority

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of syllabuses and support material for the P-12 years of schooling developed or revised	1, 2	20	14	Discontinued measure
Number of audits of school compliance with the Australian Quality Training Framework Standards	1, 3	85	85	Discontinued measure
Number of subject groups moderated and verified for senior certification	1	9,200	10,454	Discontinued measure
Number of students receiving reports on the National Assessment Program – Literacy and Numeracy	1	230,000	232,013	Discontinued measure
Number of students receiving Senior Education Profiles	1, 4	46,176	44,549	Discontinued measure
Syllabuses and support materials for the P-12 years of schooling made available to schools within the agreed government timeframes	1	Timelines met	Timelines met	Discontinued measure

Notes:

- These measures have been discontinued as they reflect levels of activity rather than standards of efficiency or effectiveness.
- Six senior syllabuses were placed on hold pending the introduction of the Australian Curriculum and as a result of the QSA's review of senior syllabuses.
- These figures are for on-site audits only and exclude desktop audits. The *Australian Quality Training Framework Standards for State and Territory Registering Course Accrediting Bodies* are used to determine when on-site audits have to be conducted. The frequencies of audits are determined on a risk management approach based on the current status of compliance and the degree of risk incurred.
- These figures include visa students. The number of students reported to have been issued senior statements refers to Queensland students only (excluding visa students).

South Bank Institute of Technology

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Total number of students:	1			
- Higher-level training (Cert IV and above)		9,500	11,800	Discontinued measure
- Mature age		5,500	4,700	Discontinued measure
- 15-17 year olds		2,200	2,300	Discontinued measure
Total qualifications completed:	1			
- Southbank Institute of Technology		7,500	9,100	Discontinued measure
Total competencies successfully completed:	1			
- Southbank Institute of Technology		160,000	184,800	Discontinued measure
- Higher-level training (Cert IV and above)		70,000	97,000	Discontinued measure
Number of full fee paying international students	2	3,700	4,400	Discontinued measure
Non-government revenue (\$'000)	3	41,814	53,320	Discontinued measure
Southbank Institute of Technology (All) funding (\$'000)	4	118,824	118,873	Discontinued measure

Notes

1. Training outcomes to be measured by reference to the number of students completing VET Certificate III and above, consistent with the Government's Toward Q2 Smart target for three out of four Queenslanders to hold trade, training or tertiary qualifications at Certificate III or above.
2. Fees from international students will continue to be included as part of other revenue in the Performance Statement.
3. Reported as other revenue in the Performance Statement.
4. Reported as total cost in the Performance Statement.

Gold Coast Institute of TAFE

Performance measures	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Target/est.
Total number of students:	1			
- Higher-level training (Cert IV and above)		5,200	5,650	Discontinued measure
- Mature age		2,100	2,450	Discontinued measure
- 15-17 year olds		2,400	2,500	Discontinued measure
Total qualifications completed:	1			
- Gold Coast Institute of TAFE		4,700	5,100	Discontinued measure
Total competencies successfully completed:	1			
- Gold Coast Institute of TAFE		124,000	117,000	Discontinued measure
- Higher-level training (Cert IV and above)		39,900	47,600	Discontinued measure
Number of full fee paying international students	1	1,650	1,500	Discontinued measure
Non-government revenue (\$'000)	1	24,205	23,360	Discontinued measure
Gold Coast Institute TAFE (All) funding (\$'000)	1	67,148	66,644	Discontinued measure

Note:

1. Measures that focus solely on activity levels rather than the effectiveness or efficiency of the service have been discontinued.

Department of Health

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Prevention, Promotion and Protection				
Percentage of women screened through the BreastScreen Queensland Program diagnosed with breast cancer that undergo mastectomy	1	30%	30%	Discontinued measure
Percentage of women treated for low grade cervical abnormalities in accordance with national guidelines	2	Discontinued measure
Percentage of high risk issues managed through legislation that are investigated and resolved within agreed timeframes	3	Discontinued measure

Notes:

1. This measure has been replaced with a new service standard - *Percentage of invasive cancers detected through BreastScreen Queensland that are small (<15mm) in diameter*. The new service standard aligns with key performance indicators at a national and international level.
2. Changes to national guidelines means that colposcopies are not required for women with low grade cervical abnormalities. On further analysis, this measure could only be reported validly through assessment of electronic colposcopy activity data and as a result, has been discontinued. There is currently no statewide electronic clinical information system that captures this.
3. This measure has been replaced with a new service standard - *Number of high risk complaints investigated and the risk controlled*, as this is a key measure of managing public health risk across the state and is based on the significant legislative responsibilities of Queensland Health.

Queensland Health Shared Service Provider

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
\$ SSP Operating surplus/(Deficit)	1	Discontinued measure
Percentage Labour costs as a percentage of total expenses	1	78.89%	86.46%	Discontinued measure
Number of FTE SSP	1	1,593	1,682	Discontinued measure
Percentage of Operating Level Agreements signed	1	100%	100%	Discontinued measure

Note:

1. Effective 1 July 2009, Queensland Health Shared Service Provider was incorporated into Queensland Health – controlled, as such these measures are no longer relevant as they will be reflected elsewhere.

Health Quality and Complaints Commission

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of enquiries closed	1	2,300	2,500	Discontinued measure
Number of complaints closed	1	5,000	4,985	Discontinued measure
Number of standards realised or reviewed	2	7	7	Discontinued measure
% of HQCC investigation recommendations accepted by agency	3	Discontinued measure
% of complaints assessed within 90 days of the start of the assessment stage	4	95%	95%	Discontinued measure

Notes:

1. This measure has been replaced with one consolidated service standard for both enquires and complaints.
2. As part of the full review of the seven current HQCC standards, the surgical safety standard was separated out from one standard with three component sections to three separate standards. This is now reflected as nine standards in our reporting.
3. This measure has been discontinued as the HQCC are unable to collect the data as it is difficult to measure.
4. Measure was amended in accordance with HQCC Act, assessments are required to be finalised within 90 days from the start of the assessment period. It may take some time from receipt of a complaint to determine whether it should be dealt with as an assessment case, conciliation case or investigation case. Once it is determined to be an assessment case, it is required to be finalised in 90 days. There is also relevance in measuring complaints that can be closed within 30 days of receipt through the early resolution.

Department of Environment and Resource Management

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Conservation and Environmental Services				
Number of camping areas open in national parks and State forests		447	447	Discontinued measure
Percentage of state-wide ranger establishment nominate as Indigenous	1	5%	3%	Discontinued measure
Percentage of Cape York ranger establishment nominated as Indigenous	2	20%	43%	Discontinued measure
Number of recycling systems implemented at major public sites	3	30	45	Discontinued measure
Percentage of enhanced Land and Pest Management Plans completed in accordance with best practice management of fire, weeds and pests on DERM managed lands	4	90%	60%	Discontinued measure
Percentage of quality management assessments of national parks completed (Rapid Assessment program) every two years		100%	100%	Discontinued measure
Percentage of DERM actions in the Queensland Tourism Strategy completed on schedule and in accordance with the strategy		100%	100%	Discontinued measure
Percentage of capital works completed in accordance with project plan		90%	90%	Discontinued measure
Percentage of environmental authorities, development approvals and other approvals administered by the department that meet statutory timeframes		100%	99%	Discontinued measure
Percentage of valid environmental complaints responded to within stated timeframes (5 business days)	5	90%	88%	Discontinued measure
Deliver intensive air monitoring programs in:		Deliver	Townsville	Discontinued measure
- Townsville		Townsville	final report,	
- Gladstone		final report,	Gladstone	
		Gladstone	health	
		health	assessment	
		assessment	report	
		report	delivered	
Maintenance investment per camper night for visitor infrastructure in parks and forests		\$14.00	\$14.00	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Output: Sustainable Futures				
Number of Premier's Council on Climate Change Meetings convened each year		3	3	Discontinued measure
Number of Council-sponsored projects resulting from Premier's Council on Climate Change Meetings completed each year		3	3	Discontinued measure
Percentage of Climate Change Impact Statements included in all relevant Cabinet, CBRC and Budget submissions from July 2008		100%	100%	Discontinued measure
Number of ecoBiz participants who have completed the six steps of eco-efficiency and achieved partner status	6	55	70	Discontinued measure
Tonnes reduction of greenhouse impact resulting from ecoBiz program		40,000	40,000	Discontinued measure
Number of hectares of Queensland gazetted as Nature Refuge	7	1,200,000	2,100,000	Discontinued measure
Stakeholder satisfaction with quality and timeliness of policy advice is monitored bi-annually	8	2	0	Discontinued measure
Achieve a 3:1 private to public investment ratio for projects supported by the Queensland Sustainable Energy Innovation Fund		4:1	4.1	Discontinued measure
Percentage of heritage development applications determined by the department within statutory timeframes		100%	99%	Discontinued measure
Output: Performance and Capability				
Number of customised ecosystems and moratorium maps downloaded from the website each year	9	70,000	87,846	Discontinued measure
Number of hectares of vegetation communities and ecosystems mapped each year		7,000,000	7,000,000	Discontinued measure
Percentage of South East Queensland estuarine waterways represented in water management programs		90%	90%	Discontinued measure
Number of publications (books, reports and plans) available for download from the department website each year:				
– Air	10	70	470	Discontinued measure
– Biodiversity	11	65	60	Discontinued measure
– Coasts		43	49	Discontinued measure
– Greenhouse		5	22	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
- Marine	11	40	50	Discontinued measure
- Water	11	200	305	Discontinued measure
Number of science data sets supplied to external stakeholders each year	12	20,000	34,946	Discontinued measure
Number of refereed scientific papers published each year		55	55	Discontinued measure
Percentage of externally-funded research projects delivered within agreed timeframes		95%	95%	Discontinued measure
Number of air quality monitoring stations operating throughout Queensland:				
- South East Queensland	13	15	16	Discontinued measure
- Central Queensland	14	8	10	Discontinued measure
- Northern Queensland		7	7	Discontinued measure
Average operating costs of an air quality monitoring station each year (includes labour)		\$34,000	\$34,000	Discontinued measure
Cost of vegetation survey and mapping (1:100,000 scale) per hectare		\$0.80	\$0.80	Discontinued measure
Output: Water and Catchment Services				
Cumulative number of tradeable water allocations established under water resource plans (WRPs) and resource operations plans (ROPs)	15	11,182	10,804	Discontinued measure
Number of meter project areas completed		5	5	Discontinued measure
Applications/dealings processed - Water licences		10,000	10,000	Discontinued measure
Proportion of actions under the Great Barrier Reef Water Quality Protection Plan led by the department assessed as progressing satisfactorily or better		100%	100%	Discontinued measure
Percentage of eligible regional natural resource management group investment strategies reviewed annually		100%	100%	Discontinued measure
Investigations of very high priority notifications of alleged non-compliance with water legislation		100%	100%	Discontinued measure
Progress with WRPs and amended WRPs	16			
- Annual number progressed		3	3	Discontinued measure
- Cumulative number completed		33	29	Discontinued measure

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Progress with ROPs and amended ROPs				
- Annual number progressed		3	3	Discontinued measure
- Cumulative number completed		30	30	Discontinued measure
Number of WRP reviews progressed	17	3	1	Discontinued measure
Safety conditions for referable dams issued within customer service standards		100%	97%	Discontinued measure
Progress with wild river declarations	18			
- Number progressed within timeframes		9	1	Discontinued measure
- Number completed within timeframes		6	1	Discontinued measure
New water license application/dealings completed in 90 business days		70%	80%	Discontinued measure
Water licences transfers and renewals dealt with in 30 business days		80%	90%	Discontinued measure
Output: Land and Vegetation Services				
State land applications completed	19	9,000	7200	Discontinued measure
Investigations of very high priority notifications of alleged non-compliance with land and vegetation management legislation completed		100%	100%	Discontinued measure
Forest product sales (cubic metres)				
- Native forest timber		240,000	230,000	Discontinued measure
- Quarry materials (million)		3.5	3.5	Discontinued measure
Operating surplus of forest product sales		1 million	1.3 million	Discontinued measure
Proportion of resource registry records corrected remains below		0.5%	0.2%	Discontinued measure
Records processed within customer service standards				
- Land Registry		90%	94%	Discontinued measure
- Digital Cadastral Database		90%	90%	Discontinued measure
Valuation objections completed within customer services standards (60 working days of the closure of the objection period)		90%	94%	Discontinued measure
IPA concurrence applications assessed within legislative timeframes		100%	100%	Discontinued measure
Vegetation permits processed within IPA timelines		100%	100%	Discontinued measure

Notes:

1. The limitation of this measure is that employees nominate as Indigenous on a voluntary basis. If an employee chooses not to identify as an Aboriginal or Torres Strait Islander person, they will not appear in the data used to report on the measure unless they occupy an Indigenous-specified or Indigenous-identified position. Greater opportunities to attract and retain rangers are expected in the future through the Indigenous Recruitment and Retention Policy and by working with the Indigenous Jobs and Enterprises Taskforce in the Department of Employment, Economic Development and Innovation. The aim is to develop a model for coordination of natural resource management rangers programs across training providers in State and Federal Government.
2. The increase is due to four new Green Army Trainee rangers (Indigenous-Identified) being employed as well as one Administration Officer (Indigenous-identified).
3. Public Place Recycling targets have been exceeded due to higher than expected take-up of facilities at public places such as Queensland Rail stations, Virgin Blue's Brisbane Domestic Terminal, other regional airport terminals across the state and Wet'n'Wild theme park on the Gold Coast.
4. Measure is dependent on number of plans approved. Currently 20% are approved, 40% are at final draft stage (awaiting final approval) and 40% in draft format. Strong direction has been given to Pest Referral Groups asking them to meet and approve 40% of plans as quickly as possible. This measure is being closely monitored to ensure 60% of target is met.
5. The level of reported achievement may be negatively impacted by completeness of information provided by complainants, difficulty in contacting stakeholders and timing of information entered into the reporting system.
6. 65 ecoBiz participants have already achieved partner status as at 31 March 2010.
7. Early completion of three major agreements.
8. This measure was an internal measure used within the former Environmental Protection Agency (EPA) to assess the quality of policy advice provided to the department in advancing environment agendas. Since the merger of the former EPA and the former Department of Natural Resources and Water, this policy advice is now provided by several areas across the department including vegetation, climate change and water. The intent of this measure does also not comply with the new service standard criteria - which asks departments to define performance levels based on data that establishes efficiency and or effectiveness.
9. The number of customised ecosystem and moratorium maps downloaded from the website is higher than anticipated, as projections were made prior to the Queensland Government's moratorium on clearing of endangered regional ecosystem regrowth.
10. Due to the creation of the DERM website and the addition of monthly regional air quality bulletins, there has been a large increase in the number of publications available for download from the website.
11. Due to the formation of and ongoing changes to the DERM website, there has been an increase in the number of publications available for download. These numbers may vary in the future, as new publications are added, and out of date publications are removed.
12. During 2009-10, the number of science datasets supplied to stakeholders has been higher than as greater numbers of customers have been requesting datasets. Additionally, at the end of 2009, the Queensland Government Information Service began making DERM's datasets available to the public on a self-service basis. This has also increased the number of datasets supplied.
13. The number of South East Queensland monitoring stations has increased to 17 with investigative monitoring commencing in the Runcorn and Gold Coast areas.
14. The number of Central Queensland air monitoring stations has increased to 10, with the establishment of the Ophis station in central Gladstone with 2 paths.
15. Variance in 2009-10 Target/estimate to 2009-10 Estimated actual is due to the Burnett Basin Resource Operations Plan amendment now scheduled for release in 2010-11.
16. Variance in 2009-10 Target/estimate to 2009-10 Estimated actual is due to the planned amendment of the Mary Water Resource Plan to address water allocation issues associated with Traveston Dam no longer being required; and reschedule of Baffle WRP, Moreton WRP amendment and Logan WRP amendment to 2010 and 2011.
17. Variance in 2009-10 Target/estimate to 2009-10 Estimated actual is due to the Cooper Creek draft Water Resource Plan and the Fitzroy draft Water Resource Plan now being scheduled for release in the first half of 2010-11.
18. Variance in 2009-10 Target/estimate to 2009-10 Estimated actual is due to wild river declaration proposals now scheduled for release in 2010-11.
19. Target not being met primarily due to a different way of counting actions since the introduction of eLVAS (i.e. we now count cases instead of actions and some cases involve a number of actions), an overall reduction in the number of applications received and assessed, and also a higher proportion of these applications having a higher level of complexity.

Queensland Water Commission

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Reports delivered in accordance with Ministerial Directions	1	100%	100%	Discontinued measure
Number of Monthly Progress Reports on Water Supply Emergency Projects delivered to the Queensland Government	2	12	12	Discontinued measure
Errors in public communications and advertising on regional water security position	3	Discontinued measure
Effective communication of the detail of mandatory water restrictions	4	75%	65%	Discontinued measure
Release a System Operating Plan (SOP) for the South East Queensland Water Grid	5	Discontinued 1 July 2009	Discontinued 1 July 2009	Discontinued measure
Release of final South East Queensland Water Supply Strategy	6	Mid 2009	June 2010	Discontinued measure
Make water restrictions where required by the supply/demand balance	7	100%	100%	Discontinued measure

Notes:

1. This measure was designed to capture reports developed under Section E of the *Water Act 2000* where the Minister may direct the Queensland Water Commission (QWC) to provide advice on water supply or demand management. QWC received 1 request from the Minister in 2009-10. The measure does not include any standard of efficiency or effectiveness related to the provision of advice to the Minister under this section of the Act and has been discontinued.
2. This measure was designed to capture QWC's obligation to report monthly to the Minister on the progress of emergency water supply projects listed in the *Water Regulation (No.6) 2006*. The measure has been discontinued as the majority of these projects have been completed or are expected to have been completed by the end of 2009-10.
3. This is not a measure of effectiveness of QWC's public communications campaigns in changing community attitudes or behaviours or the effectiveness of service delivery and has been discontinued.
4. The Commission greatly reduced its forward budget for market research on community recall of the detail of water restrictions once the drought had eased. Therefore, a measure to track community recall is no longer considered to be a cost effective way of evaluating this service and has been discontinued.
5. The System Operating Plan was revised in 2010 based on the updated Regional Water Security Program made by the Minister and taking into account the completion of the pipeline between Wivenhoe and Cressbrook dams.
6. This Strategy was reviewed in light of the Federal Government's Traveston Crossing Dam decision. The revised strategy was released for public consultation 20 November 2009 until 12 February 2010, with the final expected to be released in July 2010. The measure has been discontinued as it will no longer be relevant in 2010-11.
7. This measure was developed during a period of worsening drought when the need for ongoing change to short term demand management measures (restrictions) was anticipated. The measure will is no longer relevant and has been discontinued.

Treasury Department

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Revenue management				
Number of amendment provisions including subordinate legislation developed	1	5	6	Discontinued measure
Number of fuel subsidy payments	2	6,500	3,777	Discontinued measure
Legislative amendment program and revenue policy advice within standards	3	90%	90%	Discontinued measure
Legislative program deliverables within deadlines	3	90%	90%	Discontinued measure
Payment of fuel subsidy claims within standards	2	90%	100%	Discontinued measure
Policy advice, briefings and Ministerial correspondence within deadlines	3	90%	80%	Discontinued measure
Revenue collected within due dates	4	95%	95%	Discontinued measure

Notes:

1. This measure reflected the level of volume or activity rather than performance and has been discontinued.
2. The Fuel Subsidy Scheme was abolished effective 1 July 2009. Some residual payments were made in 2009-10 however the measure has been discontinued for 2010-11.
3. Similar measures have been consolidated as a new service standard.
4. The Office of State Revenue does not directly control when a payment is lodged and does not actively pursue a payment until it is overdue. As a result, this measure is not an accurate measure of the Office's performance and has been discontinued.

Motor Accident Insurance Commission / Nominal Defendant

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Highest filed CTP premium for Class 1 vehicles does not exceed the Affordability Index as prescribed under the <i>Motor Accident Insurance Act 1994</i>	1	100%	100%	Discontinued measure
Percentage of premium going to injured persons	2	65%	65%	Discontinued measure
Annual actuarial certification of Nominal Defendant full funding status as at 30 June	3	100%	100%	Discontinued measure
Average operating cost per Nominal Defendant claim	4	\$1,753	\$1,624	Discontinued measure

Notes:

1. The measure will always yield a statistic of 100% unless the CTP scheme is under review, therefore it does not reflect performance and has been discontinued.
2. This measure does not reflect the Commission's performance as claim management is undertaken by six licensed insurers who have direct influence in the amount of premium going to injured persons and has been discontinued.
3. This measure has been discontinued as the standard is incorporated in the determination of levies.
4. This measure is no longer consistent with industry benchmarks. It has been replaced with two service standards: *Percentage of Nominal Defendant claims settled within two years of compliance* and *Percentage of Nominal Defendant claims with General Damages paid within 60 days of the settlement date*.

Legislative Assembly of Queensland

Performance measures	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Committee Reports/Issues Papers published	1	60	60	Discontinued measure
Committee Hearings conducted	2	20	27	Discontinued measure
Committee Meetings held	2	160	140	Discontinued measure
Library information requests (access to database)	3	250,000	320,000	Discontinued measure
Library information requests (individual client requests)	3	10,000	8,640	Discontinued measure
Library analytical research publications	3	32	32	Discontinued measure
Two hour turnaround for Members' draft speeches	4	100%	100%	Discontinued measure
Two hour turnaround for Hansard internet publication	5	100%	98%	Discontinued measure

Notes:

1. Measure combined with briefings provided to committees as a single service standard for reporting in 2010-11.
2. Measure discontinued as existing activity measures sufficiently represent Committee office activity.
3. Measures discontinued and replaced by new service standard measuring timeliness of Library activities in meeting client needs.
4. Measure discontinued in preference for broader service standard measuring the timeliness of publication of parliamentary proceedings on the internet.
5. Measure amended to include reference to fixed timeframe for internet publication of proceedings each sitting day.

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Service Delivery Statements

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Department of the Premier and Cabinet Office of the Governor Public Service Commission Queensland Audit Office Department of Community Safety Department of Police Department of Justice and Attorney-General Electoral Commission of Queensland Office of the Ombudsman Public Trust Office	Department of Employment, Economic Development and Innovation Department of Infrastructure and Planning Department of Transport and Main Roads Department of Public Works	Department of Communities Department of Education and Training Department of Health Department of Environment and Resource Management Treasury Department	 Legislative Assembly of Queensland	Appendix – Discontinued performance measures



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