

# SERVICE DELIVERY STATEMENTS

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Department of Communities, Housing and  
Digital Economy

# 2021–22 Queensland Budget Papers

## 1. Budget Speech

## 2. Budget Strategy and Outlook

## 3. Capital Statement

## Service Delivery Statements

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## Budget Highlights

## Regional Action Plans

The budget papers are available online at [budget.qld.gov.au](http://budget.qld.gov.au)

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### Service Delivery Statements

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# Department of Communities, Housing and Digital Economy

## Portfolio overview

**Minister for Communities and Housing, Minister for Digital Economy and  
Minister for the Arts**

**The Honourable Leeanne Enoch MP**

### **Department of Communities, Housing and Digital Economy**

**Director-General: Clare O'Connor**

#### **CITEC**

**Deputy Director-General: Dallas Stower**

#### **Queensland Shared Services**

**Deputy Director-General: Andrew Spina**

#### **Corporate Administration Agency**

**Assistant Director-General: Matthew Nye**

The Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts is also responsible for:

### **State Library of Queensland**

**State Librarian and Chief Executive Officer: Vicki McDonald AM**

### **Queensland Art Gallery**

**Director: Chris Saines CNZM**

**Queensland Museum**

**Chief Executive Officer: Dr Jim Thompson PSM**

**Queensland Performing Arts Trust**

**Chief Executive: John Kotzas**

**Residential Tenancies Authority**

**Chief Executive Officer: Jennifer Smith**

Additional information about these agencies can be sourced from:

[www.chde.qld.gov.au](http://www.chde.qld.gov.au)

[www.communities.qld.gov.au](http://www.communities.qld.gov.au)

[www.arts.qld.gov.au](http://www.arts.qld.gov.au)

[services.citec.com.au](http://services.citec.com.au)

[www.forgov.qld.gov.au/qss](http://www.forgov.qld.gov.au/qss)

[www.caa.qld.gov.au](http://www.caa.qld.gov.au)

[www.slq.qld.gov.au](http://www.slq.qld.gov.au)

[www.qagoma.qld.gov.au](http://www.qagoma.qld.gov.au)

[network.qm.qld.gov.au](http://network.qm.qld.gov.au)

[www.qpac.com.au](http://www.qpac.com.au)

[www.rta.qld.gov.au](http://www.rta.qld.gov.au)

# Department of Communities, Housing and Digital Economy

## Overview

The Department of Communities, Housing and Digital Economy's vision is to have thriving communities where all Queenslanders can have a safe and stable place to live and enjoy high levels of social and economic wellbeing, supported by a strong digital economy and a vibrant arts sector.

The purpose of the department is to improve the lives of Queenslanders by increasing social, economic and digital inclusion.

### Contribution to the Government's Objectives for the Community

The service areas within the Department of Communities, Housing, and Digital Economy contribute to the following government objectives:

Government's Objectives for the Community	Department's objectives	Department's service areas
<ul style="list-style-type: none"> <li>Safeguarding our health</li> <li>Supporting jobs</li> <li>Backing small business</li> <li>Growing our regions</li> <li>Investing in skills</li> <li>Backing our frontline services</li> </ul>	<p>Improve social and economic outcomes for Queenslanders across the State</p> <p>Ensure Aboriginal and Torres Strait Islander peoples and culture are central to all engagement, design and delivery</p> <p>Integrate proactive frontline services, assistance and programs for communities, housing, digital and the arts</p> <p>Support a thriving digital economy where Queenslanders, their businesses and communities can transact successfully with government and each other</p>	<p><b>Arts Queensland</b></p> <p>Invest in opportunities that create greater access for Queenslanders to experience arts and culture, support the growth of the arts sector and showcase the state's stories and artistic talent</p> <p><b>Community Services</b></p> <p>Support communities to thrive through investing in quality community services that are connected and support the social and economic inclusion and wellbeing of people of all ages, abilities and backgrounds</p> <p><b>Customer and Digital Services</b></p> <p>Put Queenslanders and their businesses at the heart of government service delivery and oversee investments to enable successful delivery of a digitally enabled economy</p> <p><b>Housing and Homelessness Services</b></p> <p>Benefit Queenslanders and their communities by providing housing and homelessness services that are responsive, integrated and accessible, and enrich the lives of Queenslanders</p>

# Budget highlights

The *Housing and Homelessness Action Plan 2021–25* provides \$1.908 billion over 4 years to boost housing supply and increase housing and homelessness support across Queensland.

This comprises:

- \$1.813 billion of expenditure over 4 years to increase the supply of social housing and upgrade the existing social housing property portfolio. This includes:
  - \$60 million over 2 years (held centrally), with \$30 million in 2021–22, to fast-track immediate social housing projects and initiatives and prepare a pipeline of work for future years
  - \$160 million over 4 years (held centrally) of anticipated returns from the Queensland Government Housing Investment Fund.
- \$94.9 million over 4 years, \$23.7 million in 2021–22, to support the housing and homelessness service system and deliver better outcomes for Queenslanders. This includes:
  - \$20 million over 4 years to expand domestic and family violence support services
  - \$20 million over 4 years for homelessness initiatives including through headleases and crisis housing and supports
  - \$54.9 million over 4 years to fund essential continuing services delivered through the First Housing Action Plan 2017–2020.

To support this, the Queensland Government has established a \$1 billion Housing Investment Fund, a long-term fund that will drive new supply to support current and future housing need. The fund will be administered by the Department of Communities, Housing and Digital Economy and Queensland Treasury.

Other 2021–22 budget highlights include:

- \$61.7 million over 4 years, \$20.1 million in 2021–22, for the delivery of critical infrastructure and maintenance to support the continued preservation of the heritage-listed Queensland Cultural Centre, and support priority infrastructure that will revitalise existing state-owned arts and cultural facilities including through the Arts Infrastructure Investment Fund and the Queensland Museum Network
- \$21 million over 4 years, \$4.5 million in 2021–22, in supporting significant cultural tourism outcomes and regional arts delivery across the state through the World Science Festival, and investment in the Regional Arts Services Network, along with Blockbuster exhibition funding of \$6 million over 3 years commencing from 2022–23
- \$7 million in 2021–22 to extend the live music venue support program to support the sustainability of Queensland's live music industry
- \$17.3 million over 5 years, \$4.4 million in 2021–22 (with \$8.5 million held centrally) to complete the Digital Archives Program which will enable the preservation of digital government records
- Up to \$12 million over 3 years (held centrally) for the Mobile Black Spot Program
- \$11.3 million in 2021–22 to continue to deliver Smart Service Queensland's COVID-19 response call centre and online services including quarantine compliance and wellness checks
- \$11 million over 2 years (held centrally) for whole-of-government cyber security enhancements
- \$7 million per annum ongoing from 2021–22 for the continuation of Community Transport Program
- \$5.2 million (held centrally) for community drought support as part of the overall Drought Assistance and Reform Package.

Further information about new policy decisions can be found in Budget Paper 2: *Budget Strategy and Outlook*.

## Staffing

The table below shows the full-time equivalents (FTEs) as at 30 June in the respective years.

Service Area <sup>1</sup>	2020–21 Adjusted Budget	2020–21 Est. Actual	2021–22 Budget
Arts Queensland	120	142	129
Community Services	145	129	117
Customer and Digital Services	1,036	868	801
Housing and Homelessness Services	1,352	1,428	1,273
<b>Total FTEs</b>	<b>2,653</b>	<b>2,567</b>	<b>2,320</b>

Note:

- Corporate FTEs are allocated across the service to which they relate.

## Capital program

Of the total 2021–22 capital outlays of \$621 million, expenditure of \$435.7 million will increase the supply of social housing, upgrade existing social housing property portfolio as well as further invest in infrastructure projects across the community, arts and cultural facilities. The 2021–22 capital grants expenditure of \$185.3 million will principally increase the supply of social housing and upgrades for existing housing properties in partnership with community housing providers and Aboriginal and Torres Strait Islander councils.

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

	2020–21 Adjusted Budget <sup>1</sup> \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
Capital purchases	511,569	415,262	435,696
Capital grants	137,354	106,645	185,330
<b>Total capital outlays</b>	<b>648,923</b>	<b>521,907</b>	<b>621,026</b>

Note:

- The 2020–21 Budget has been adjusted to reflect the finalisation of machinery-of-government changes and therefore comparatives are not available between 2020–21 and 2021–22 budget figures.

Further information about the Department of Communities, Housing and Digital Economy's capital outlays can be found in Budget Paper 3: *Capital Statement*.

# Performance statements

## Arts Queensland

### Service area objective

Invest in opportunities that create greater access for Queenslanders to experience arts and culture, support the growth of the arts sector and showcase the state's stories and artistic talent.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Service: Investment programs</b>			
<b>Effectiveness measure</b>			
Customer satisfaction with Arts Queensland's service delivery <sup>1</sup>	83%	...	83%
<b>Efficiency measure</b>			
Government funding provided direct to arts and cultural sector as a proportion of total investment program budget <sup>2</sup>	85%	88%	88%
<b>Service: Facilities management</b>			
<b>Effectiveness measure</b>			
Utilisation of state-owned arts and cultural facilities <sup>3</sup>	6,165,000 visitors	2,286,419 visitors	4,967,600 visitors
<b>Efficiency measure</b>			
Percentage cost of delivering facilities management	<10%	9.7%	<10%

#### Notes:

1. The 2020–21 Estimated Actual is not available as the survey was not undertaken in 2020–21 due to the ongoing impacts of COVID-19 on the sector. The next survey is anticipated to commence in March 2022.
2. The 2021–22 Target/Estimate has been revised to 88 per cent based on additional grant funding for Arts Queensland in 2021–22, with investment program costs remaining consistent.
3. This service standard is based on the estimated attendance figures at the Queensland Cultural Centre (QCC) and the Judith Wright Arts Centre (JWAC). The 2020–21 Target/Estimate and the 2020–21 Estimated Actual variance is due to impacts of COVID-19, including temporary closure of the QCC and JWAC as a result of lockdowns for the Greater Brisbane area, and the significant impacts of international and interstate travel restrictions. The 2021–22 Target/Estimate has been adjusted to reflect the continued impacts of COVID-19 on attendance.



# Community Services

## Service area objective

Support communities to thrive through investing in quality community services that are connected and support the social and economic inclusion and wellbeing of people of all ages, abilities and backgrounds.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Effectiveness measure</b>			
Percentage of Community Recovery Emergency Hardship Assistance applications processed for payment within 24 hours	80%	93%	80%
<b>Efficiency measure</b>			
Percentage of contracted service capacity for in-home and community connection support used <sup>1,2</sup>	65%	59%	65%

### Notes

1. The first year of presentation of this measure in 2019–20 did not establish a valid baseline noting the actual result of 51 per cent was impacted by the State's continuing transition to the National Disability Insurance Scheme, and COVID-19 restrictions affecting service delivery. As at quarter 3 in 2020–21, service utilisation has increased to an estimated 59 per cent, however this is still below the 2020–21 Target/Estimate of 65 per cent. Quarter 4 results in 2020–21 are not yet available. Intensive monitoring of the program is ongoing and remedial action is being taken to increase service utilisation.
2. The 2020–21 Target/Estimate of 65 per cent has been retained for 2021–22. The target is not able to be revised until the quarter 4 (April to June 2021) service usage is reported by service providers.

# Customer and Digital Services

## Service area objective

Put Queenslanders and their businesses at the heart of government service delivery and oversee investments to enable successful delivery of a digitally enabled economy.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Effectiveness measures</b>			
Percentage of customers satisfied with the services provided by Smart Service Queensland on behalf of government agencies	≥90%	94%	≥90%
Percentage of datasets available on data.qld.gov.au achieving a data usability rating of 3 out of 5 or higher	New measure	New measure	≥75%
Overall satisfaction with customer experience, service design and digital product partnerships, advice and support (internal to government) <sup>1</sup>	90%	100%	92%
Percentage of whole-of-government ICT spend awarded to small to medium sized enterprises (transactions over \$5,000)	New measure	New measure	25%
<b>Efficiency measures</b>			
Cost per customer interaction (phone, counter, online) provided by Smart Service Queensland <sup>2</sup>	\$1.00	\$0.51	\$1.00
Cost to Queensland State Archives per record accessed <sup>3</sup>	\$1.20	\$0.87	\$1.00
Operating cost per \$1,000 of managed spend on ICT products and services <sup>4</sup>	≤\$15	\$10	<\$10
<b>Discontinued measures</b>			
Percentage of data sets available on qld.gov.au with an Open Data Certificate <sup>5</sup>	70%	...	Discontinued measure
Percentage increase in number of Queensland State Archives records accessed <sup>6</sup>	20%	20%	Discontinued measure
Percentage of whole-of-government ICT spend awarded to small to medium sized enterprises (transactions over \$10,000) <sup>7</sup>	20%	20%	Discontinued measure

### Notes:

1. The 2020–21 Target/Estimate and the 2020–21 Estimated Actual variance is due to the business area exceeding customer expectations for the suite of projects delivered in 2020–21.
2. The 2020–21 Estimated Actual is lower than anticipated due to a significant increase in customer interactions due to COVID-19. This includes visits to the website [www.COVID19.qld.gov.au](http://www.COVID19.qld.gov.au); inbound and outbound phone calls to 134COVID and 13Health; and COVID-19 Concession Utility Relief payments. Smart Service Queensland has been able to achieve economies of scale to deliver increased activity levels predominantly through existing platforms.
3. The 2020–21 Target/Estimate and the 2020–21 Estimated Actual positive variance is due to higher than anticipated numbers of records accessed through targeted campaigns and the use of new functionality in digitising technology.
4. The 2020–21 Estimated Actual result is due to the inclusion of previously unreported ICT spend for quarter one and quarter 2 resulting in a higher than expected reportable spend figure.
5. Open Data Certificates are no longer used to evaluate the quality of the data on qld.gov.au, therefore data is no longer available for this service standard and it has been discontinued. The new service standard of 'Percentage of datasets available on data.qld.gov.au achieving a data usability rating of 3 out of 5 or higher' has been introduced to replace this measure and will be a more comprehensive measure of data quality and usability.
6. This service standard has been discontinued as the dedicated program of work to grow the percentage increase in records accessed has now concluded. This work has now been incorporated into business-as-usual processes and a growth rate is no longer reflective of Queensland State Archives' priorities and performance.
7. This service standard has been discontinued as the data analysis process has now been expanded to include transactions over \$5,000. The service standard has been replaced with the new service standard of 'Percentage of whole-of-government ICT spend awarded to small to medium sized enterprises (transactions over \$5,000)'.

# Housing and Homelessness Services

## Service area objective

Benefit Queenslanders and their communities by providing housing and homelessness services that are responsive, integrated and accessible, and enrich the lives of Queenslanders.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Service: Housing</b>			
<b>Effectiveness measures</b>			
Level of overall client satisfaction			
• Public housing <sup>1</sup>	86%	...	86%
• Community housing <sup>1</sup>	81%	...	81%
Percentage of new households assisted into government-owned and managed social rental housing who were in very high or high need <sup>2</sup>	95%	99.1%	95%
Average wait time to allocation for assistance (months) with government-owned and managed social rental housing for clients in very high or high need	8	8	8
Percentage of department owned social rental housing dwellings in acceptable condition	95%	98%	95%
Proportion of total new households assisted to access rental accommodation who moved into the private rental market	86%	86%	86%
Proportion of newly constructed social housing dwellings meeting the Livable Housing Design guidelines gold or platinum standards <sup>3</sup>	50%	71%	50%
Percentage of under occupied government-owned and managed social rental housing	15%	15.7%	15%
Proportion of government-owned social rental housing stock matched to greatest demand	55%	54%	54%
<b>Efficiency measure</b>			
Average tenancy and property management administration cost per households assisted with social rental housing	\$1,339	\$1,334	\$1,369
<b>Service: Homelessness</b>			
<b>Effectiveness measures</b>			
Percentage of clients who were homeless or at risk of homelessness who needed assistance to obtain or maintain independent housing and obtained or maintained independent housing after support	65%	63.9%	65%
Percentage of homelessness services clients who requested assistance relating to domestic and family violence and received this assistance	87%	88.8%	88%
<b>Efficiency measure</b>			
Recurrent cost per client accessing homelessness services	\$3,974	\$3,695	\$3,856

Notes:

1. The 2020–21 Estimated Actual is unavailable due to the 2020 National Social Housing Survey (survey of tenants) being put on hold due to the COVID-19 pandemic. The survey is being undertaken in 2021, with the results to be published in the *Report on Government Services 2022*. The 2021–22 Target/Estimate remains the same as the 2020–21 Target/Estimate.
2. The 2020–21 Target/Estimate and the 2020–21 Estimated Actual variance is due to increased social housing support being provided to targeted vulnerable cohorts, for example people who are homeless or at risk of homelessness or experiencing domestic and family violence, through the COVID-19 emergency response measures. The department's priority is the safety and wellbeing of Queenslanders, and a focus on those most vulnerable in the community. The 2021–22 Target/Estimate has been retained at 95 per cent to support a continued focus on targeting social housing support to vulnerable cohorts and people in highest need, while retaining flexibility for changing customer priorities and market conditions.

3. The 2020–21 Target/Estimate and the 2020–21 Estimated Actual variance is predominantly due to more projects being delivered that incorporate lifts, resulting in all dwellings in those developments meeting the gold or platinum standard. The 2021–22 Target/Estimate has been retained at 50 per cent.

# Budgeted financial statements

## Departmental income statement

### Controlled income statement

As a result of machinery-of-government changes there are no corresponding comparatives between 2020–21 Estimated Actual and 2021–22 Budget.

### Administered income statement

As a result of machinery-of-government changes there are no corresponding comparatives between 2020–21 Estimated Actual and 2021–22 Budget.

## Departmental balance sheet

There are no material changes in the department's balance sheet. The major assets estimated as at 30 June 2022 are land (\$9.8 billion) and residential and commercial buildings (\$6.2 billion). There is no assumption around the impact of inflation on land and building values.

The department's major liabilities estimated as at 30 June 2022 mainly relate to interest-bearing liabilities (\$472.9 million) and payables (\$190.2 million).

Interest-bearing liabilities mainly relates to Australian Government borrowings as well as leases relating to properties leased under 40 Year Lease Agreements from Indigenous councils as part of the program of works funded through the former National Partnership on Remote Housing.

# Controlled income statement

Department of Communities, Housing and Digital Economy	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	1,209,424	1,144,085	1,222,037
Taxes	..	..	..
User charges and fees	807,924	799,315	510,581
Royalties and land rents	100	148	100
Grants and other contributions	5,431	20,148	2,200
Interest and distributions from managed funds	1,981	1,981	1,981
Other revenue	44,313	83,706	10,118
Gains on sale/revaluation of assets	3,207	9,100	5,209
<b>Total income</b>	<b>2,072,380</b>	<b>2,058,483</b>	<b>1,752,226</b>
<b>EXPENSES</b>			
Employee expenses	332,524	332,702	270,204
Supplies and services	1,123,702	1,096,272	990,224
Grants and subsidies	291,887	267,982	336,391
Depreciation and amortisation	394,622	396,185	216,186
Finance/borrowing costs	35,823	35,825	19,160
Other expenses	21,167	23,850	18,516
Losses on sale/revaluation of assets	12,151	11,240	11,446
<b>Total expenses</b>	<b>2,211,876</b>	<b>2,164,056</b>	<b>1,862,127</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(139,496)</b>	<b>(105,573)</b>	<b>(109,901)</b>

# Controlled balance sheet

Department of Communities, Housing and Digital Economy	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	12,302	53,632	48,215
Receivables	129,955	152,655	153,791
Other financial assets	6,000	6,000	6,000
Inventories	..	..	..
Other	17,877	16,632	7,994
Non-financial assets held for sale	18,785	18,785	32,184
<b>Total current assets</b>	<b>184,919</b>	<b>247,704</b>	<b>248,184</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	47,412	44,412	47,360
Other financial assets	175,117	181,921	177,371
Property, plant and equipment	17,160,835	17,076,146	17,183,861
Intangibles	11,196	16,791	12,474
Other	1,191	1,075	869
<b>Total non-current assets</b>	<b>17,395,751</b>	<b>17,320,345</b>	<b>17,421,935</b>
<b>TOTAL ASSETS</b>	<b>17,580,670</b>	<b>17,568,049</b>	<b>17,670,119</b>
<b>CURRENT LIABILITIES</b>			
Payables	174,946	201,526	190,172
Accrued employee benefits	9,402	8,683	7,473
Interest bearing liabilities and derivatives	31,637	31,647	32,362
Provisions	145	145	145
Other	30,698	32,455	27,161
<b>Total current liabilities</b>	<b>246,828</b>	<b>274,456</b>	<b>257,313</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	472,668	472,801	440,518
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>472,668</b>	<b>472,801</b>	<b>440,518</b>
<b>TOTAL LIABILITIES</b>	<b>719,496</b>	<b>747,257</b>	<b>697,831</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>16,861,174</b>	<b>16,820,792</b>	<b>16,972,288</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>16,861,174</b>	<b>16,820,792</b>	<b>16,972,288</b>

# Controlled cash flow statement

Department of Communities, Housing and Digital Economy	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
Appropriation receipts	1,141,184	1,075,845	1,223,496
User charges and fees	892,027	887,425	511,266
Royalties and land rent receipts	100	148	100
Grants and other contributions	431	15,148	2,200
Interest and distribution from managed funds received	1,981	1,981	1,981
Taxes	..	..	..
Other	261,446	263,883	141,110
<b>Outflows:</b>			
Employee costs	(331,689)	(332,630)	(270,234)
Supplies and services	(1,208,491)	(1,228,364)	(1,040,838)
Grants and subsidies	(287,303)	(261,583)	(336,391)
Borrowing costs	(35,823)	(35,825)	(19,160)
Other	(208,877)	(128,445)	(106,335)
<b>Net cash provided by or used in operating activities</b>	<b>224,986</b>	<b>257,583</b>	<b>107,195</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	79,055	58,464	115,450
Investments redeemed	5,000	5,000	5,000
Loans and advances redeemed	25,102	25,102	25,602
<b>Outflows:</b>			
Payments for non-financial assets	(496,152)	(399,693)	(435,696)
Payments for investments	(400)	(400)	(450)
Loans and advances made	(38,849)	(31,670)	(37,995)
<b>Net cash provided by or used in investing activities</b>	<b>(426,244)</b>	<b>(343,197)</b>	<b>(328,089)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	428,318	354,023	313,991
<b>Outflows:</b>			
Borrowing redemptions	(15,640)	(15,640)	(15,873)
Finance lease payments	(176,817)	(176,826)	(15,695)
Equity withdrawals	(179,743)	(179,753)	(67,260)
<b>Net cash provided by or used in financing activities</b>	<b>56,118</b>	<b>(18,196)</b>	<b>215,163</b>
<b>Net increase/(decrease) in cash held</b>	<b>(145,140)</b>	<b>(103,810)</b>	<b>(5,731)</b>
<b>Cash at the beginning of financial year</b>	<b>115,726</b>	<b>115,726</b>	<b>53,632</b>
Cash transfers from restructure	41,716	41,716	314
<b>Cash at the end of financial year</b>	<b>12,302</b>	<b>53,632</b>	<b>48,215</b>



# Administered income statement

Department of Communities, Housing and Digital Economy	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	125,125	128,314	172,499
Taxes	..	..	..
User charges and fees	84	84	70
Royalties and land rents	..	..	..
Grants and other contributions	18,226	19,885	23,200
Interest and distributions from managed funds	..	..	..
Other revenue	..	..	..
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>143,435</b>	<b>148,283</b>	<b>195,769</b>
<b>EXPENSES</b>			
Employee expenses	..	..	..
Supplies and services	30,008	31,197	9,856
Grants and subsidies	107,017	110,676	187,517
Depreciation and amortisation	..	..	..
Finance/borrowing costs	..	..	..
Other expenses	..	..	..
Losses on sale/revaluation of assets	..	..	..
Transfers of Administered Revenue to Government	84	84	70
<b>Total expenses</b>	<b>137,109</b>	<b>141,957</b>	<b>197,443</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>6,326</b>	<b>6,326</b>	<b>(1,674)</b>

# Administered balance sheet

Department of Communities, Housing and Digital Economy	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	(26,353)	(26,353)	(26,660)
Receivables	..	..	..
Other financial assets	..	..	..
Inventories	..	..	..
Other	1,367	1,367	..
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>(24,986)</b>	<b>(24,986)</b>	<b>(26,660)</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	..	..	..
Intangibles	..	..	..
Other	..	..	..
<b>Total non-current assets</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>TOTAL ASSETS</b>	<b>(24,986)</b>	<b>(24,986)</b>	<b>(26,660)</b>
<b>CURRENT LIABILITIES</b>			
Payables	..	..	..
Transfers to Government payable	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total current liabilities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>TOTAL LIABILITIES</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>(24,986)</b>	<b>(24,986)</b>	<b>(26,660)</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>(24,986)</b>	<b>(24,986)</b>	<b>(26,660)</b>

# Administered cash flow statement

Department of Communities, Housing and Digital Economy	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
Appropriation receipts	126,760	129,949	172,499
User charges and fees	84	84	70
Royalties and land rent receipts	..	..	..
Grants and other contributions	18,226	19,885	23,200
Interest and distribution from managed funds received	..	..	..
Taxes	..	..	..
Other	9	9	..
<b>Outflows:</b>			
Employee costs	..	..	..
Supplies and services	(25,978)	(27,167)	(8,489)
Grants and subsidies	(107,146)	(110,805)	(187,517)
Borrowing costs	..	..	..
Other	..	..	..
Transfers to Government	(84)	(84)	(70)
<b>Net cash provided by or used in operating activities</b>	<b>11,871</b>	<b>11,871</b>	<b>(307)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	..	..	..
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	..	3,700	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	..	(3,700)	..
<b>Net cash provided by or used in financing activities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>Net increase/(decrease) in cash held</b>	<b>11,871</b>	<b>11,871</b>	<b>(307)</b>
<b>Cash at the beginning of financial year</b>	<b>..</b>	<b>..</b>	<b>(26,353)</b>
Cash transfers from restructure	(38,224)	(38,224)	..
<b>Cash at the end of financial year</b>	<b>(26,353)</b>	<b>(26,353)</b>	<b>(26,660)</b>

# Reporting Entity Financial Statements

Reporting Entity comprises:

- Department of Communities, Housing and Digital Economy (excluding Administered)
- CITEC
- Queensland Shared Services
- Corporate Administration Agency

## Reporting entity income statement

Department of Communities, Housing and Digital Economy	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	1,209,424	1,144,085	1,222,037
Taxes	..	..	..
User charges and fees	1,298,176	1,289,019	761,987
Royalties and land rents	100	148	100
Grants and other contributions	5,796	20,513	2,281
Interest and distributions from managed funds	1,981	1,981	1,981
Other revenue	50,042	89,008	13,221
Gains on sale/revaluation of assets	3,209	9,102	5,209
<b>Total income</b>	<b>2,568,728</b>	<b>2,553,856</b>	<b>2,006,816</b>
<b>EXPENSES</b>			
Employee expenses	514,520	514,214	394,124
Supplies and services	1,396,084	1,368,448	1,102,095
Grants and subsidies	291,964	268,059	336,391
Depreciation and amortisation	436,594	438,672	237,166
Finance/borrowing costs	38,215	38,187	19,440
Other expenses	22,066	24,533	20,488
Losses on sale/revaluation of assets	12,162	11,251	11,446
<b>Total expenses</b>	<b>2,711,605</b>	<b>2,663,364</b>	<b>2,121,150</b>
Income tax expense/revenue	2,790	2,790	..
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(145,667)</b>	<b>(112,298)</b>	<b>(114,334)</b>

# Reporting entity balance sheet

Department of Communities, Housing and Digital Economy	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	37,281	81,216	82,561
Receivables	156,555	180,360	177,642
Other financial assets	6,000	6,000	6,000
Inventories	..	..	..
Other	25,816	24,432	15,861
Non-financial assets held for sale	18,785	18,785	32,184
<b>Total current assets</b>	<b>244,437</b>	<b>310,793</b>	<b>314,248</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	47,412	44,412	47,360
Other financial assets	175,117	181,921	177,371
Property, plant and equipment	17,196,583	17,113,410	17,212,187
Deferred tax assets	..	..	..
Intangibles	18,893	24,308	17,930
Other	1,950	1,834	1,628
<b>Total non-current assets</b>	<b>17,439,955</b>	<b>17,365,885</b>	<b>17,456,476</b>
<b>TOTAL ASSETS</b>	<b>17,684,392</b>	<b>17,676,678</b>	<b>17,770,724</b>
<b>CURRENT LIABILITIES</b>			
Payables	183,809	214,136	203,708
Current tax liabilities	..	..	..
Accrued employee benefits	13,699	11,514	10,573
Interest bearing liabilities and derivatives	43,739	42,636	44,599
Provisions	145	145	145
Other	35,299	37,056	31,805
<b>Total current liabilities</b>	<b>276,691</b>	<b>305,487</b>	<b>290,830</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Deferred tax liabilities	168	168	168
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	487,149	487,875	449,515
Provisions	..	..	..
Other	305	305	305
<b>Total non-current liabilities</b>	<b>487,622</b>	<b>488,348</b>	<b>449,988</b>
<b>TOTAL LIABILITIES</b>	<b>764,313</b>	<b>793,835</b>	<b>740,818</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>16,920,079</b>	<b>16,882,843</b>	<b>17,029,906</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>16,920,079</b>	<b>16,882,843</b>	<b>17,029,906</b>

# Reporting entity cash flow statement

Department of Communities, Housing and Digital Economy	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
Appropriation receipts	1,141,184	1,075,845	1,223,496
User charges and fees	1,460,715	1,482,959	789,862
Royalties and land rent receipts	100	148	100
Grants and other contributions	796	15,513	2,281
Interest and distribution from managed funds received	1,981	1,981	1,981
Taxes	..	..	..
Other	319,226	323,168	160,015
<b>Outflows:</b>			
Employee costs	(520,778)	(522,562)	(393,826)
Supplies and services	(1,606,912)	(1,655,185)	(1,165,686)
Grants and subsidies	(287,423)	(261,703)	(336,391)
Borrowing costs	(38,367)	(38,339)	(19,440)
Taxation equivalents paid	(3,868)	(3,868)	..
Other	(270,291)	(187,692)	(133,624)
<b>Net cash provided by or used in operating activities</b>	<b>196,363</b>	<b>230,265</b>	<b>128,768</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	79,063	58,472	115,450
Investments redeemed	5,000	5,000	5,000
Loans and advances redeemed	25,127	25,127	25,602
<b>Outflows:</b>			
Payments for non-financial assets	(499,575)	(406,226)	(437,096)
Payments for investments	(400)	(400)	(450)
Loans and advances made	(38,849)	(31,670)	(37,995)
<b>Net cash provided by or used in investing activities</b>	<b>(429,634)</b>	<b>(349,697)</b>	<b>(329,489)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	428,318	357,723	313,991
<b>Outflows:</b>			
Borrowing redemptions	(15,640)	(15,640)	(15,873)
Finance lease payments	(191,998)	(191,297)	(29,106)
Equity withdrawals	(181,577)	(181,587)	(67,260)
Dividends paid	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>39,103</b>	<b>(30,801)</b>	<b>201,752</b>
<b>Net increase/(decrease) in cash held</b>	<b>(194,168)</b>	<b>(150,233)</b>	<b>1,031</b>
<b>Cash at the beginning of financial year</b>	<b>271,749</b>	<b>271,749</b>	<b>81,216</b>
Cash transfers from restructure	(40,300)	(40,300)	314
<b>Cash at the end of financial year</b>	<b>37,281</b>	<b>81,216</b>	<b>82,561</b>

# Commercialised business units

## CITEC

### Overview

CITEC's vision is to be the trusted provider of whole-of-government digital platforms and technology, enabling a connected government.

CITEC's purpose is to achieve our vision and to provide reliable, trusted, and leading digital platforms and technology that unify government and enable agencies to deliver high quality services to Queenslanders.

#### Contribution to the Government's Objectives for the Community

The service area within CITEC contributes to the following government objectives:

Government's Objectives for the Community	Agency's objectives	Agency's service area
Backing our frontline services	<p>Integrated and proactive frontline programs for communities, housing, digital and the arts</p> <p>A thriving digital economy where Queenslanders, their businesses and communities can transact successfully with government and each other</p>	<p><b>CITEC</b></p> <p>To provide high quality, cost effective, whole-of-government information and technology solutions that support the delivery of quality frontline services to Queensland communities and businesses</p>

#### Key deliverables

In 2021–22, CITEC will:

- extend network connectivity across the state to support agencies to improve the delivery of their frontline services
- expand cyber security services to ensure the continued protection of Queensland against cyber security threats
- commence the relocation of government-owned data centre services from 317 Edward Street to an 'as-a-service' model to ensure CITEC continues to deliver trusted and reliable data centre services.

#### Staffing

The table below shows the full-time equivalents (FTEs) as at 30 June in the respective years.

Service Area	2020–21 Adjusted Budget	2020–21 Est. Actual	2021–22 Budget
CITEC <sup>1</sup>	336	355	322
<b>Total FTEs</b>	<b>336</b>	<b>355</b>	<b>322</b>

Note:

1. Corporate FTEs are allocated across the service to which they relate.

# Performance statements

## CITEC

### Service area objective

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

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Service: CITEC ICT</b>			
<b>Effectiveness measures</b>			
CITEC ICT customer satisfaction	>75%	77%	>75%
CITEC ICT service availability	99.9%	99.9%	99.9%
<b>Efficiency measure</b>			
CITEC ICT earnings before interest and tax less depreciation and amortisation (EBITDA)	\$13.840M	\$13.660M	\$14.654M
<b>Service: CITEC IB</b>			
<b>Effectiveness measure</b>			
CITEC IB customer satisfaction	>80%	81%	>80%
<b>Efficiency measure</b>			
CITEC IB earnings before interest and tax less depreciation and amortisation (EBITDA) <sup>1,2</sup>	(\$0.544M)	(\$185,000)	\$16,000

Notes:

1. The 2020–21 Estimated Actual result is predominantly due to lower than expected employee and contractor expenditure.
2. The 2021–22 Target/Estimate is higher than the 2020–21 Estimated Actual, predominantly due to anticipated increases in revenue in line with expected improved business conditions.



# Income statement

CITEC	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
User charges and fees	148,567	148,394	151,552
Grants and other contributions	..	..	..
Interest and distributions from managed funds	..	..	..
Other revenue	432	3	3,000
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>148,999</b>	<b>148,397</b>	<b>154,552</b>
<b>EXPENSES</b>			
Employee expenses	42,592	40,539	41,722
Supplies and services	92,337	93,826	97,583
Grants and subsidies	..	..	..
Depreciation and amortisation	17,735	18,368	18,825
Finance/borrowing costs	482	452	277
Other expenses	773	557	578
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>153,919</b>	<b>153,742</b>	<b>158,985</b>
Income tax expense/revenue	..	..	..
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(4,920)</b>	<b>(5,345)</b>	<b>(4,433)</b>

# Balance sheet

CITEC	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	1,549	2,562	2,868
Receivables	16,482	16,377	16,247
Other financial assets	..	..	..
Inventories	..	..	..
Other	6,200	6,061	6,076
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>24,231</b>	<b>25,000</b>	<b>25,191</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	35,255	36,775	27,881
Deferred tax assets	..	..	..
Intangibles	595	593	243
Other	720	720	720
<b>Total non-current assets</b>	<b>36,570</b>	<b>38,088</b>	<b>28,844</b>
<b>TOTAL ASSETS</b>	<b>60,801</b>	<b>63,088</b>	<b>54,035</b>
<b>CURRENT LIABILITIES</b>			
Payables	9,594	9,594	9,662
Current tax liabilities	..	..	..
Accrued employee benefits	1,608	1,140	1,133
Interest bearing liabilities and derivatives	11,995	10,882	12,187
Provisions	..	..	..
Other	4,483	4,483	4,526
<b>Total current liabilities</b>	<b>27,680</b>	<b>26,099</b>	<b>27,508</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Deferred tax liabilities	168	168	168
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	14,433	15,026	8,997
Provisions	..	..	..
Other	305	305	305
<b>Total non-current liabilities</b>	<b>14,906</b>	<b>15,499</b>	<b>9,470</b>
<b>TOTAL LIABILITIES</b>	<b>42,586</b>	<b>41,598</b>	<b>36,978</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>18,215</b>	<b>21,490</b>	<b>17,057</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>18,215</b>	<b>21,490</b>	<b>17,057</b>

# Cash flow statement

CITEC	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
User charges and fees	161,103	160,764	163,955
Grants and other contributions	..	..	..
Interest and distribution from managed funds received	..	..	..
Other	8,939	6,210	9,356
<b>Outflows:</b>			
Employee costs	(42,762)	(41,038)	(41,639)
Supplies and services	(100,827)	(101,016)	(104,212)
Grants and subsidies	..	..	..
Borrowing costs	(482)	(452)	(277)
Taxation equivalents paid	..	..	..
Other	(13,880)	(12,364)	(12,573)
<b>Net cash provided by or used in operating activities</b>	<b>12,091</b>	<b>12,104</b>	<b>14,610</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	(2,890)	(6,300)	(1,000)
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>(2,890)</b>	<b>(6,300)</b>	<b>(1,000)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	..	3,700	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	(15,018)	(14,308)	(13,304)
Equity withdrawals	..	..	..
Dividends paid	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>(15,018)</b>	<b>(10,608)</b>	<b>(13,304)</b>
<b>Net increase/(decrease) in cash held</b>	<b>(5,817)</b>	<b>(4,804)</b>	<b>306</b>
<b>Cash at the beginning of financial year</b>	<b>7,366</b>	<b>7,366</b>	<b>2,562</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>1,549</b>	<b>2,562</b>	<b>2,868</b>

# Shared service provider

## Queensland Shared Services

### Overview

Queensland Shared Services' vision is to be a trusted, valued and responsive shared services partner.

Queensland Shared Services' purpose is to provide easy and effective corporate services and supporting technologies that enable agencies to deliver high quality services to Queenslanders.

#### Contribution to the Government's Objectives for the Community

The service area within Queensland Shared Services contributes to the following government objectives:

Government's Objectives for the community	Agency's objectives	Agency's service area
Backing our frontline services	Integrated and proactive frontline programs for communities, housing, digital and the arts	<b>Queensland Shared Services</b> To improve the employee experience through the provision of easy and effective corporate services that enable Queensland Government entities

#### Key deliverables

In 2021–22, Queensland Shared Services will:

- extend the use of process automation tools to increase efficiency of transactional processing and enable faster corporate services for partner agencies
- expand the number of corporate service online forms and payroll self-service options to improve the employee/end-user experience
- commence the modernisation of core technology solutions to support agency payroll and financial services
- process more than 1.8 million pays and \$17 billion financial payments on behalf of partner agencies supporting Queensland's economic recovery.

#### Staffing

The table below shows the full-time equivalents (FTEs) as at 30 June in the respective years.

Service Area	2020–21 Adjusted Budget	2020–21 Est. Actual	2021–22 Budget
Queensland Shared Services <sup>1</sup>	922	975	869
<b>Total FTEs</b>	<b>922</b>	<b>975</b>	<b>869</b>

Note:

1. Corporate FTEs are allocated across the service to which they relate.

# Performance statements

## Queensland Shared Services

### Service area objective

To improve the employee experience through the provision of easy and effective corporate services that enable Queensland Government entities.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Service: Human Resources</b>			
<b>Effectiveness measures</b>			
Percentage of payroll services delivered within service agreement standards	≥97%	99%	≥97%
Customer satisfaction with Human Resources Services <sup>1</sup>	80%	86%	80%
<b>Efficiency measure</b>			
Number of pays processed per FTE per fortnight	≥325	333	≥325
<b>Service: Finance</b>			
<b>Effectiveness measures</b>			
Percentage of finance services delivered within service agreement standards	≥95%	98%	≥95%
Customer satisfaction with finance services <sup>1</sup>	80%	88%	80%
<b>Efficiency measure</b>			
Number of accounts payable transactions processed per FTE per annum <sup>2</sup>	≥10,000	12,220	≥11,000

#### Notes:

1. The 2020–21 Estimated Actual has exceeded the 2020–21 Target/Estimate due to successful implementation of Queensland Shared Services' customer service model, including a customer-centric culture focused on delivering quality and timely services.
2. The 2020–21 Estimated Actual exceeded the 2020–21 Target/Estimate predominantly due to process efficiencies. The 2021–22 Target/Estimate has been increased as a result of this positive trend.

# Income statement

Queensland Shared Services	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
User charges and fees	133,734	133,359	138,040
Grants and other contributions	..	..	..
Interest and distributions from managed funds	..	..	..
Other revenue	103	105	103
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>133,837</b>	<b>133,464</b>	<b>138,143</b>
<b>EXPENSES</b>			
Employee expenses	75,693	77,172	73,607
Supplies and services	58,841	57,086	61,191
Grants and subsidies	..	..	..
Depreciation and amortisation	5,583	5,465	2,155
Finance/borrowing costs	6	6	3
Other expenses	1,187	1,187	1,187
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>141,310</b>	<b>140,916</b>	<b>138,143</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(7,473)</b>	<b>(7,452)</b>	<b>..</b>

# Balance sheet

Queensland Shared Services	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	19,063	20,805	27,159
Receivables	12,887	14,097	9,492
Other financial assets	..	..	..
Inventories	..	..	..
Other	1,253	1,253	1,305
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>33,203</b>	<b>36,155</b>	<b>37,956</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	493	489	445
Intangibles	7,102	6,924	5,213
Other	39	39	39
<b>Total non-current assets</b>	<b>7,634</b>	<b>7,452</b>	<b>5,697</b>
<b>TOTAL ASSETS</b>	<b>40,837</b>	<b>43,607</b>	<b>43,653</b>
<b>CURRENT LIABILITIES</b>			
Payables	2,275	6,022	5,897
Accrued employee benefits	2,287	1,289	1,565
Interest bearing liabilities and derivatives	107	107	50
Provisions	..	..	..
Other	26	26	26
<b>Total current liabilities</b>	<b>4,695</b>	<b>7,444</b>	<b>7,538</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	48	48	..
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>48</b>	<b>48</b>	<b>..</b>
<b>TOTAL LIABILITIES</b>	<b>4,743</b>	<b>7,492</b>	<b>7,538</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>36,094</b>	<b>36,115</b>	<b>36,115</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>36,094</b>	<b>36,115</b>	<b>36,115</b>

# Cash flow statement

Queensland Shared Services	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
User charges and fees	147,938	146,925	153,786
Grants and other contributions	..	..	..
Interest and distribution from managed funds received	..	..	..
Other	6,233	5,892	8,916
<b>Outflows:</b>			
Employee costs	(78,088)	(80,565)	(73,362)
Supplies and services	(64,416)	(59,794)	(67,018)
Grants and subsidies	..	..	..
Borrowing costs	(6)	(6)	(3)
Other	(14,695)	(14,044)	(15,458)
<b>Net cash provided by or used in operating activities</b>	<b>(3,034)</b>	<b>(1,592)</b>	<b>6,861</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	(400)	(100)	(400)
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>(400)</b>	<b>(100)</b>	<b>(400)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	..	..	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	(163)	(163)	(107)
Equity withdrawals	(1,834)	(1,834)	..
<b>Net cash provided by or used in financing activities</b>	<b>(1,997)</b>	<b>(1,997)</b>	<b>(107)</b>
<b>Net increase/(decrease) in cash held</b>	<b>(5,431)</b>	<b>(3,689)</b>	<b>6,354</b>
<b>Cash at the beginning of financial year</b>	<b>24,494</b>	<b>24,494</b>	<b>20,805</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>19,063</b>	<b>20,805</b>	<b>27,159</b>



# Shared service provider

## Corporate Administration Agency

### Overview

The Corporate Administration Agency's vision is to meet customers' corporate services requirements through the provision of services, in accordance with agreed service level agreements and easy and convenient access to business applications.

The Corporate Administration Agency's purpose is to assist customers in the achievement of business goals by providing value for money and effective services.

#### Contribution to the Government's Objectives for the Community

The service area within the Corporate Administration Agency contributes to the following government objectives:

Government's Objectives for the community	Agency's objectives	Agency's service area
Backing our frontline services	<p>Integrated and proactive frontline programs for communities, housing, digital and the arts</p> <p>A thriving digital economy where Queenslanders, their businesses and communities can transact successfully with government and each other</p>	<p><b>Corporate Administration Agency</b></p> <p>To provide value-for-money corporate services to customers</p>

#### Key deliverables

In 2021–22, the Corporate Administration Agency will:

- provide value for money to customers through responsible fiscal and resource management
- continue to enhance services and improve access to information for customers through self-service, innovation, and automation of business processes
- embrace an agile working environment to deliver better outcomes with appropriate privacy, security and record keeping controls.

#### Staffing

The table below shows the full-time equivalents (FTEs) as at 30 June in the respective years.

Service Area	2020–21 Budget	2020–21 Est. Actual	2021–22 Budget
Corporate Administration Agency <sup>1</sup>	74	88	79
<b>Total FTEs</b>	<b>74</b>	<b>88</b>	<b>79</b>

Note:

1. Corporate FTEs are allocated across the service to which they relate.

# Performance statements

## Corporate Administration Agency

### Service area objective

To provide value-for-money corporate services to the Corporate Administration Agency's (CAA) customers.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Effectiveness measures</b>			
Customer satisfaction with CAA services <sup>1</sup>	85%	96%	90%
Customers consider CAA services are value for money <sup>2</sup>	95%	100%	95%
<b>Efficiency measures</b>			
CAA operating surplus/(deficit)	±2%	-1.35%	±2%
Unit rate per employee per pay for salary-based employees <sup>3</sup>	≤\$15.85	\$15.25	≤\$15.95

#### Notes:

1. The 2020–21 annual customer survey results reported that CAA customers are satisfied with the accessibility, quality of service delivery and timeliness of service. It demonstrates CAA was able to maintain quality services during a pandemic with staff and customers working from home.
2. The 2021–22 Target/Estimate will remain at 95 per cent to cater for an increased response to the survey which may result in a value for money satisfaction less than 100 per cent.
3. The 2020–21 Estimated Actual reflects a favourable unit rate which resulted from efficiencies implemented in payroll services and the wage freeze in the financial year.

# Income statement

Corporate Administration Agency	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
User charges and fees	10,872	10,872	11,557
Grants and other contributions	81	81	81
Interest and distributions from managed funds	..	..	..
Other revenue	..	..	..
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>10,953</b>	<b>10,953</b>	<b>11,638</b>
<b>EXPENSES</b>			
Employee expenses	8,373	8,463	8,591
Supplies and services	2,377	2,437	2,840
Grants and subsidies	..	..	..
Depreciation and amortisation	..	..	..
Finance/borrowing costs	..	..	..
Other expenses	203	203	207
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>10,953</b>	<b>11,103</b>	<b>11,638</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>..</b>	<b>(150)</b>	<b>..</b>

# Balance sheet

Corporate Administration Agency	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	4,367	4,217	4,319
Receivables	395	395	327
Other financial assets	..	..	..
Inventories	..	..	..
Other	486	486	486
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>5,248</b>	<b>5,098</b>	<b>5,132</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	..	..	..
Intangibles	..	..	..
Other	..	..	..
<b>Total non-current assets</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>TOTAL ASSETS</b>	<b>5,248</b>	<b>5,098</b>	<b>5,132</b>
<b>CURRENT LIABILITIES</b>			
Payables	158	158	192
Accrued employee benefits	402	402	402
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	92	92	92
<b>Total current liabilities</b>	<b>652</b>	<b>652</b>	<b>686</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>TOTAL LIABILITIES</b>	<b>652</b>	<b>652</b>	<b>686</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>4,596</b>	<b>4,446</b>	<b>4,446</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>4,596</b>	<b>4,446</b>	<b>4,446</b>

# Cash flow statement

Corporate Administration Agency	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
User charges and fees	10,750	10,750	11,435
Grants and other contributions	81	81	81
Interest and distribution from managed funds received	..	..	..
Other	545	545	745
<b>Outflows:</b>			
Employee costs	(8,373)	(8,463)	(8,591)
Supplies and services	(2,698)	(2,758)	(3,361)
Grants and subsidies	..	..	..
Borrowing costs	..	..	..
Other	(203)	(203)	(207)
<b>Net cash provided by or used in operating activities</b>	<b>102</b>	<b>(48)</b>	<b>102</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	..	..	..
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	..	..	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>Net increase/(decrease) in cash held</b>	<b>102</b>	<b>(48)</b>	<b>102</b>
<b>Cash at the beginning of financial year</b>	<b>4,265</b>	<b>4,265</b>	<b>4,217</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>4,367</b>	<b>4,217</b>	<b>4,319</b>

# Statutory bodies

## Library Board of Queensland

### Overview

The State Library of Queensland (State Library) is the leading reference and research library in Queensland. The State Library is responsible for collecting and preserving a comprehensive collection of Queensland's cultural and documentary heritage, providing free access to information for all Queenslanders and for the advancement of public libraries across the state.

The State Library is pursuing its vision of inspiring possibilities through knowledge, stories and creativity.

#### Contribution to the Government's Objectives for the Community

The service area within the State Library of Queensland contributes to the following government objectives:

Government's Objectives for the Community	Agency's objectives	Agency's service area
<ul style="list-style-type: none"><li>Growing our regions</li><li>Backing our frontline services</li></ul>	<p>Trusted content – collect, preserve and provide access to trusted content</p> <p>Shared experiences – grow our audience through rewarding experiences</p> <p>Future-focussed people and processes – enable continuous improvement and innovation</p>	<p><b>State Library of Queensland</b></p> <p>To collect and preserve a comprehensive collection of Queensland's cultural and documentary heritage and contribute to the cultural, social, and intellectual development of all Queenslanders</p>

#### Key deliverables

In 2021–22, the State Library of Queensland will:

- collect, interpret and share our First Nations peoples' perspective of the Queensland story
- strengthen digital collecting and preservation and provide fit for purpose digital services
- extend reach and engagement by providing new opportunities to experience collections and services
- deliver online and onsite experiences that empower, stimulate, and enrich
- deliver the First 5 Forever program in partnership with local government to provide strong early literacy foundations for all Queensland children aged zero to 5 years
- continue to strengthen and increase the Indigenous Knowledge Centres in discrete Aboriginal and Torres Strait Islander communities that deliver programs to keep culture strong.

#### Staffing

The table below shows the full-time equivalents (FTEs) as at 30 June in the respective years.

Service Area	2020–21 Budget	2020–21 Est. Actual	2021–22 Budget
State Library of Queensland	287	287	287
<b>Total FTEs</b>	<b>287</b>	<b>287</b>	<b>287</b>

# Performance statements

## Library Board of Queensland

### Service area objective

To collect and preserve a comprehensive collection of Queensland's cultural and documentary heritage and contribute to the cultural, social, and intellectual development of all Queenslanders.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Effectiveness measures</b>			
Customer satisfaction with services and programs <sup>1</sup>	95%	94%	95%
Visits to State Library onsite and online <sup>2</sup>	4.0M	4.1M	4.0M
<b>Efficiency measure</b>			
Average cost per visit	≤\$7.50	\$7.50	≤\$7.50

Notes:

1. The slightly lower than usual customer satisfaction in 2020–21 is related to the impact of COVID-19 on booking and accessing library spaces.
2. The 2021–22 Estimated Actual includes both onsite visits (18 per cent) and online visits (82 per cent).

# Income statement

Library Board of Queensland	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
Taxes	..	..	..
User charges and fees	4,088	4,071	4,724
Grants and other contributions	75,316	75,147	74,993
Interest and distributions from managed funds	445	565	893
Other revenue	..	..	..
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>79,849</b>	<b>79,783</b>	<b>80,610</b>
<b>EXPENSES</b>			
Employee expenses	30,901	32,069	31,828
Supplies and services	22,287	20,849	22,756
Grants and subsidies	26,196	26,256	25,261
Depreciation and amortisation	283	405	545
Finance/borrowing costs	..	..	..
Other expenses	181	184	200
Losses on sale/revaluation of assets	1	20	20
<b>Total expenses</b>	<b>79,849</b>	<b>79,783</b>	<b>80,610</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>..</b>	<b>..</b>	<b>..</b>



# Balance sheet

Library Board of Queensland	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	20,004	20,126	19,139
Receivables	530	530	530
Other financial assets	..	..	..
Inventories	248	248	248
Other	1,141	1,141	1,141
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>21,923</b>	<b>22,045</b>	<b>21,058</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	124,532	124,410	125,602
Intangibles	12,853	12,853	13,448
Other	..	..	..
<b>Total non-current assets</b>	<b>137,385</b>	<b>137,263</b>	<b>139,050</b>
<b>TOTAL ASSETS</b>	<b>159,308</b>	<b>159,308</b>	<b>160,108</b>
<b>CURRENT LIABILITIES</b>			
Payables	2,282	2,282	2,282
Accrued employee benefits	3,479	3,479	3,479
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	272	272	272
<b>Total current liabilities</b>	<b>6,033</b>	<b>6,033</b>	<b>6,033</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>TOTAL LIABILITIES</b>	<b>6,033</b>	<b>6,033</b>	<b>6,033</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>153,275</b>	<b>153,275</b>	<b>154,075</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>153,275</b>	<b>153,275</b>	<b>154,075</b>

# Cash flow statement

Library Board of Queensland	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
User charges and fees	4,491	4,474	5,127
Grants and other contributions	68,138	67,969	67,815
Interest and distribution from managed funds received	445	565	893
Taxes	..	..	..
Other	311	311	311
<b>Outflows:</b>			
Employee costs	(30,901)	(32,069)	(31,828)
Supplies and services	(15,090)	(13,671)	(15,578)
Grants and subsidies	(26,196)	(26,256)	(25,261)
Borrowing costs	..	..	..
Other	(915)	(918)	(934)
<b>Net cash provided by or used in operating activities</b>	<b>283</b>	<b>405</b>	<b>545</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	577	577	715
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	(2,109)	(2,109)	(2,247)
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>(1,532)</b>	<b>(1,532)</b>	<b>(1,532)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	..	..	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>Net increase/(decrease) in cash held</b>	<b>(1,249)</b>	<b>(1,127)</b>	<b>(987)</b>
<b>Cash at the beginning of financial year</b>	<b>21,253</b>	<b>21,253</b>	<b>20,126</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>20,004</b>	<b>20,126</b>	<b>19,139</b>

# Statutory bodies

## Queensland Art Gallery

### Overview

The Queensland Art Gallery | Gallery of Modern Art (the Gallery) has a vision to be the leading institution for the contemporary art of Australia, Asia and the Pacific. The Gallery's purpose is to engage people with art and artists through memorable and transformative experiences.

#### Contribution to the Government's Objectives for the Community

The service area within the Gallery contributes to the following government objectives:

Government's Objectives for the Community	Agency's objectives	Agency's service area
<ul style="list-style-type: none"><li>• Safeguarding our health</li><li>• Supporting jobs</li><li>• Backing small business</li><li>• Growing our regions</li><li>• Protecting the environment</li></ul>	<p>Build Queensland's globally significant Collection and deliver compelling exhibitions</p> <p>Connect people with the enduring power of art and ideas</p> <p>Build our community of partners and organisational capability</p>	<p><b>Queensland Art Gallery</b></p> <p>To strengthen Queensland's visual arts sector and contribute to the cultural, social and intellectual development of all Queenslanders</p>

#### Key deliverables

In 2021–22, the Gallery will:

- deliver an ambitious exhibition program including the ticketed blockbuster "European Masterpieces from The Metropolitan Museum of Art, New York" and the free "The Tenth Asia Pacific Triennial of Contemporary Art" (APT10), including programs that celebrate the Asia Pacific Triennial's focus on cross-cultural inclusion and understanding since 1993
- commence forward planning for blockbuster exhibition strategy with \$6 million funding from 2022–23 to 2024–25
- progress the Learning Centre envisioned for the Queensland Art Gallery building, including advocacy for funding and building on the initiative's capacity to create jobs and enhance community wellbeing
- implement the Gallery's inaugural *Reconciliation Action Plan 2021–23* and launch a series of free public tours led by Aboriginal and Torres Strait Islander facilitators that explore the Gallery's Indigenous Collection
- secure major gifts and pledges and deliver public fundraising initiatives for the Gallery's Collection digitisation project, and build foundations for corporate philanthropic support of First Nations and art and wellbeing initiatives
- operationalise the Gallery's *2020 Cultural Tourism Strategy and Product Development Plan*, an initiative to attract and engage a wider audience of tourist markets to the Gallery for the purposes of sustainable and strategic growth.

## Staffing

The table below shows the full-time equivalents (FTEs) as at 30 June in the respective years.

Service Area	2020–21 Budget	2020–21 Est. Actual	2021–22 Budget
Queensland Art Gallery <sup>1</sup>	290	290	290
<b>Total FTEs</b>	<b>290</b>	<b>290</b>	<b>290</b>

Note:

1. The Gallery's core staffing establishment is approximately 250 FTEs per year, plus an average of 40 casual FTEs, noting that casual employment fluctuates considerably during the year to meet exhibition-driven demands and a natural visitation peak during public and school holidays.

# Performance statements

## Queensland Art Gallery

### Service area objective

To strengthen Queensland's visual arts sector and contribute to the cultural, social and intellectual development of all Queenslanders.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Effectiveness measures</b>			
Audience satisfaction with exhibitions and programs	92%	92%	92%
Visits to the Queensland Art Gallery   Gallery of Modern Art onsite and at touring venues <sup>1</sup>	1.42M	650,000	800,000
<b>Efficiency measure</b>			
Non-government revenue as a percentage of total revenue <sup>2</sup>	30%	30%	25%

Notes:

1. The 2020–21 Target/Estimate and the 2020–21 Estimated Actual variance is due to impacts of COVID-19, including temporary closures of the Gallery as a result of lockdowns for the Greater Brisbane area, and the significant impacts of international and interstate travel restrictions. The 2021–22 Target/Estimate has been adjusted to reflect the continued impacts of COVID-19 on visitation.
2. The 2021–22 Target/Estimate has been based on likely impacts of COVID-19 on the gallery's ticketed exhibition admission and commercial services revenue. Such revenue is a significant part of this measure (alongside elements such as cash and artwork donations, cash and contra sponsorship, etc.) and has been shown historically to be directly proportional to onsite visitation. (See also note 1 for COVID-19 impacts on visitation).

# Income statement

Queensland Art Gallery	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
Taxes	..	..	..
User charges and fees	7,084	6,734	7,775
Grants and other contributions	53,976	53,789	52,062
Interest and distributions from managed funds	1,288	1,188	1,188
Other revenue	340	2,590	340
Gains on sale/revaluation of assets	1,325	2,000	1,325
<b>Total income</b>	<b>64,013</b>	<b>66,301</b>	<b>62,690</b>
<b>EXPENSES</b>			
Employee expenses	32,019	32,219	33,663
Supplies and services	19,321	18,660	16,973
Grants and subsidies	..	..	..
Depreciation and amortisation	556	556	556
Finance/borrowing costs	..	..	..
Other expenses	11,466	11,466	11,498
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>63,362</b>	<b>62,901</b>	<b>62,690</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>651</b>	<b>3,400</b>	<b>..</b>

# Balance sheet

Queensland Art Gallery	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	6,869	8,943	4,245
Receivables	363	363	363
Other financial assets	..	..	..
Inventories	840	840	840
Other	447	447	447
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>8,519</b>	<b>10,593</b>	<b>5,895</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	40,536	41,211	41,165
Property, plant and equipment	567,671	567,671	577,415
Intangibles	..	..	..
Other	..	..	..
<b>Total non-current assets</b>	<b>608,207</b>	<b>608,882</b>	<b>618,580</b>
<b>TOTAL ASSETS</b>	<b>616,726</b>	<b>619,475</b>	<b>624,475</b>
<b>CURRENT LIABILITIES</b>			
Payables	3,906	3,906	3,906
Accrued employee benefits	2,371	2,371	2,371
Interest bearing liabilities and derivatives	65	65	65
Provisions	..	..	..
Other	807	807	807
<b>Total current liabilities</b>	<b>7,149</b>	<b>7,149</b>	<b>7,149</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	61	61	61
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>61</b>	<b>61</b>	<b>61</b>
<b>TOTAL LIABILITIES</b>	<b>7,210</b>	<b>7,210</b>	<b>7,210</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>609,516</b>	<b>612,265</b>	<b>617,265</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>609,516</b>	<b>612,265</b>	<b>617,265</b>

# Cash flow statement

Queensland Art Gallery	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
User charges and fees	7,084	6,734	7,775
Grants and other contributions	39,602	39,415	37,688
Interest and distribution from managed funds received	1,288	1,188	1,188
Taxes	..	..	..
Other	370	2,620	370
<b>Outflows:</b>			
Employee costs	(32,019)	(32,219)	(33,663)
Supplies and services	(18,351)	(17,690)	(16,003)
Grants and subsidies	..	..	..
Borrowing costs	..	..	..
Other	(592)	(592)	(624)
<b>Net cash provided by or used in operating activities</b>	<b>(2,618)</b>	<b>(544)</b>	<b>(3,269)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	2,501	2,501	2,501
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	(2,847)	(2,847)	(2,800)
Payments for investments	(1,130)	(1,130)	(1,130)
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>(1,476)</b>	<b>(1,476)</b>	<b>(1,429)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	..	..	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>Net increase/(decrease) in cash held</b>	<b>(4,094)</b>	<b>(2,020)</b>	<b>(4,698)</b>
<b>Cash at the beginning of financial year</b>	<b>10,963</b>	<b>10,963</b>	<b>8,943</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>6,869</b>	<b>8,943</b>	<b>4,245</b>



# Statutory bodies

## Queensland Museum

### Overview

Queensland Museum Network's vision is to be a valued and trusted museum network that creates authentic and compelling experiences. Our purpose is to connect the state collection and contemporary research with communities and tell stories that inspire, enrich and empower.

#### Contribution to the Government's Objectives for the Community

The service area within the Queensland Museum Network contributes to the following government objectives:

Government's Objectives for the Community	Agency's objectives	Agency's service area
<ul style="list-style-type: none"><li>Supporting jobs</li><li>Backing small business</li><li>Growing our regions</li><li>Protecting the environment</li></ul>	<p>Deliver high quality original research that addresses state and national priorities and informs exhibitions and public programs</p> <p>Store, preserve and manage Queensland Museum Network collections to meet international standards and optimise access and use in research, exhibitions, public programs and learning</p> <p>Deliver compelling and relevant experiences that maximise engagement and learning</p> <p>Create a sustainable and evolving business by investing in Queensland Museum Network's products, services, facilities, infrastructure and partnerships</p> <p>Build a capable and engaged workforce ensuring a rewarding, innovative and high performing culture</p>	<p><b>Queensland Museum Network</b></p> <p>To care for and build the state collection, and curate and create experiences that explore unique Queensland stories, the natural environment and cultural heritage</p>

#### Key deliverables

In 2021–22, Queensland Museum Network will:

- reinforce our position as a leader in the preservation of Queensland's cultural and natural heritage through high-quality research, knowledge dissemination and advocacy in priority areas of climate change, essential ecosystems and the Great Barrier Reef
- continue to store, preserve, manage and maintain the \$550 million state collection. This includes the operationalisation in 2021–22 of the new \$9 million expanded research and biodiversity collection storage centre at Hendra, as part of the \$16.1 million commitment over 4 years from 2019–20 to 2022–23, to preserve and maintain valuable collection items to international standards

- commence in 2021–22 a 4-year \$9.1 million maintenance program of Queensland Museum Network campuses across the state
- create authentic, Queensland-centric experiences that explore the intersection between science, technology, engineering, mathematics and the arts and inspire curiosity and lifelong learning across diverse public audiences
- remain responsive to the needs of communities in regional and outer metropolitan areas via a statewide network of public museums; museum lending service; online engagement; and continue to support community museums via the Museum Development Officer program
- deliver World Science Festival events across the state in 2021 and commence planning for events 2022–2024 with annual funding of \$3 million
- strengthen partnerships with First Nations communities through implementation of an Innovate Reconciliation Action Plan; ongoing commitment to repatriate Aboriginal Peoples and Torres Strait Islander Ancestral Remains; presentation of Island Futures: What Lies Ahead for Zenadth Kes temporary exhibition (June 2021– April 2022) and pursuing private sector and philanthropic support for a state-of-the-art Aboriginal and Torres Strait Islander gallery envisioned for our flagship campus
- embrace digital innovation and improve access to collections via new technologies.

### Staffing

The table below shows the full-time equivalents (FTEs) as at 30 June in the respective years.

Service Area	2020–21 Budget	2020–21 Est. Actual	2021–22 Budget
Queensland Museum Network	250	250	250
<b>Total FTEs</b>	<b>250</b>	<b>250</b>	<b>250</b>

# Performance statements

## Queensland Museum

### Service area objective

To care for and build the state collection, and curate and create experiences that explore unique Queensland stories, the natural environment and cultural heritage.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Effectiveness measures</b>			
Audience satisfaction with museum experiences <sup>1</sup>	96%	...	95%
Visits to Queensland Museum Network onsite and at touring venues <sup>2,3</sup>	2.2M	1.3M	2.0M
<b>Efficiency measure</b>			
Non-government revenue as a percentage of total revenue <sup>4</sup>	36%	32%	28%

Notes:

1. The 2020–21 Estimated Actual is not available as the standard, face to face survey was not able to be undertaken due to the ongoing impacts of COVID-19. Satisfaction data collected via email responses following museum visits, was not of a sufficient level to be statistically valid.
2. The 2020–21 Estimated Actual did not meet the 2020–21 Target/Estimate due to the impact of Queensland Health compliance restrictions associated with the COVID-19 pandemic which has required the implementation of venue capacity limits, substantially reducing visitation.
3. The 2021–22 Target/Estimate is based on increased visitor numbers due to easing of COVID-19 restrictions and increase in confidence of visitors to return to Queensland Museum Network onsite and at touring events.
4. The 2020–21 Estimated Actual did not meet the 2020–21 Target/Estimate due to the impact of Queensland Health compliance restrictions associated with the COVID-19 pandemic which has required the implementation of venue capacity limits, substantially reducing visitation which directly impacted on the reduction non-government revenue.

# Income statement

Queensland Museum	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
Taxes	..	..	..
User charges and fees	3,771	6,233	8,509
Grants and other contributions	42,467	43,342	43,347
Interest and distributions from managed funds	325	328	325
Other revenue	13	3,948	127
Gains on sale/revaluation of assets	190	132	106
<b>Total income</b>	<b>46,766</b>	<b>53,983</b>	<b>52,414</b>
<b>EXPENSES</b>			
Employee expenses	28,278	27,671	27,199
Supplies and services	19,256	25,470	25,864
Grants and subsidies	..	23	27
Depreciation and amortisation	4,748	5,054	5,066
Finance/borrowing costs	13	13	..
Other expenses	564	548	527
Losses on sale/revaluation of assets	..	27	24
<b>Total expenses</b>	<b>52,859</b>	<b>58,806</b>	<b>58,707</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(6,093)</b>	<b>(4,823)</b>	<b>(6,293)</b>

# Balance sheet

Queensland Museum	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	7,642	12,658	6,920
Receivables	2,883	464	775
Other financial assets	..	..	..
Inventories	552	552	552
Other	600	600	600
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>11,677</b>	<b>14,274</b>	<b>8,847</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	3,469	3,355	3,431
Property, plant and equipment	638,631	635,611	632,682
Intangibles	35	32	2
Other	..	..	..
<b>Total non-current assets</b>	<b>642,135</b>	<b>638,998</b>	<b>636,115</b>
<b>TOTAL ASSETS</b>	<b>653,812</b>	<b>653,272</b>	<b>644,962</b>
<b>CURRENT LIABILITIES</b>			
Payables	1,531	2,818	2,633
Accrued employee benefits	2,558	2,558	2,558
Interest bearing liabilities and derivatives	702	263	277
Provisions	..	..	..
Other	4,279	3,343	1,315
<b>Total current liabilities</b>	<b>9,070</b>	<b>8,982</b>	<b>6,783</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	1,271	492	215
Provisions	..	..	..
Other	943	..	..
<b>Total non-current liabilities</b>	<b>2,214</b>	<b>492</b>	<b>215</b>
<b>TOTAL LIABILITIES</b>	<b>11,284</b>	<b>9,474</b>	<b>6,998</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>642,528</b>	<b>643,798</b>	<b>637,964</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>642,528</b>	<b>643,798</b>	<b>637,964</b>

# Cash flow statement

Queensland Museum	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
User charges and fees	3,610	7,451	6,255
Grants and other contributions	40,899	39,506	40,260
Interest and distribution from managed funds received	325	328	325
Taxes	..	..	..
Other	1,513	5,348	127
<b>Outflows:</b>			
Employee costs	(28,278)	(27,671)	(27,199)
Supplies and services	(22,769)	(24,670)	(23,049)
Grants and subsidies	..	(23)	(27)
Borrowing costs	(13)	(13)	..
Other	(1,399)	(1,382)	(526)
<b>Net cash provided by or used in operating activities</b>	<b>(6,112)</b>	<b>(1,127)</b>	<b>(3,835)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	29	6
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	(9,816)	(9,791)	(720)
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>(9,816)</b>	<b>(9,762)</b>	<b>(714)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	2,997	2,997	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	(449)	(472)	(263)
Equity withdrawals	(926)	(926)	(926)
<b>Net cash provided by or used in financing activities</b>	<b>1,622</b>	<b>1,599</b>	<b>(1,189)</b>
<b>Net increase/(decrease) in cash held</b>	<b>(14,306)</b>	<b>(9,290)</b>	<b>(5,738)</b>
<b>Cash at the beginning of financial year</b>	<b>21,948</b>	<b>21,948</b>	<b>12,658</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>7,642</b>	<b>12,658</b>	<b>6,920</b>

# Statutory bodies

## Queensland Performing Arts Trust

### Overview

Queensland Performing Arts Trust's vision is for the Queensland Performing Arts Centre (QPAC) to be a centre of inspiring arts for all Queenslanders. Our purpose under the *Queensland Performing Arts Trust Act 1977* is to contribute to the cultural, social and intellectual development of all Queenslanders.

#### Contribution to the Government's Objectives for the Community

The service area within the Queensland Performing Arts Trust contributes to the following government objectives:

Government's Objectives for the Community	Agency's objectives	Agency's service area
Supporting jobs	<p>Vibrant arts – deliver a diversity of meaningful experiences</p> <p>Captivated audiences – amplify audience engagement</p> <p>Creative and commercial – foster innovation, leadership and collaboration</p> <p>First Nations – prioritise reconciliation led by First Nations knowledge and expertise</p>	<p><b>Queensland Performing Arts Trust</b></p> <p>To engage all Queenslanders through an inspiring, diverse and relevant performing arts program</p>

#### Key deliverables

In 2021–22, the Queensland Performing Arts Trust will:

- deliver an on-site live program in theatre venues and outdoor spaces under the QPAC site specific COVID-19 Safe Plan, supporting employment opportunities for Queensland arts companies, artists and arts workers
- extend the reach of programming by engaging online audiences through digital presentations and streaming
- finalise QPAC's First Nations Reconciliation Action Plan
- ensure that First Nations arts and culture are embedded into QPAC's program and operations
- support the presentation of The Ring Cycle with Opera Australia
- partner with Queensland Theatre and Brisbane Festival to create and present Trent Dalton's *Boy Swallows Universe* and with Brisbane Festival, Dead Puppet Society and Screen Queensland to create and present *Ishmael*
- finalise Phase 2 of QPAC's LED lighting upgrade, funded by the government through Arts Queensland which will renew and transition the energy efficiency of the theatre lighting in the Playhouse Theatre
- provide professional and technical input into the design and construction of the new theatre venue at QPAC.

## Staffing

The table below shows the full-time equivalents (FTEs) as at 30 June in the respective years.

Service Area	2020–21 Budget	2020–21 Est. Actual	2021–22 Budget
Queensland Performing Arts Trust <sup>1</sup>	230	285	325
<b>Total FTEs</b>	<b>230</b>	<b>285</b>	<b>325</b>

Note:

1. The 2020–21 Estimated Actual and the 2020–21 Budget variation is due to increased direct casual employment in production, visitor and hospitality services due to the easing of COVID-19 health restrictions which has assisted with program and audience growth. QPAC's casual workforce levels fluctuate considerably due to program requirements.



# Performance Statements

## Queensland Performing Arts Trust

### Service area objective

To engage all Queenslanders through an inspiring, diverse and relevant performing arts program.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Effectiveness measures</b>			
Audience satisfaction with programming	95%	94%	95%
Visits to QPAC onsite	1.3M	465,000	1.3M
<b>Efficiency measures</b>			
Venue utilisation <sup>1</sup>	84%	58%	84%
Non-government revenue as a percentage of total revenue	85%	85%	85%

Note:

1. The 2020–21 Target/Estimate and the 2020–21 Estimated Actual variance is due to the impact experienced by COVID-19 theatre closures and ongoing social restrictions.

# Income statement

Queensland Performing Arts Trust	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
Taxes	..	..	..
User charges and fees	7,971	33,254	44,459
Grants and other contributions	16,614	17,012	18,596
Interest and distributions from managed funds	261	366	510
Other revenue	8,285	13,445	..
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>33,131</b>	<b>64,077</b>	<b>63,565</b>
<b>EXPENSES</b>			
Employee expenses	22,512	26,502	26,707
Supplies and services	11,438	22,234	27,640
Grants and subsidies	..	..	..
Depreciation and amortisation	1,190	1,163	1,312
Finance/borrowing costs	..	..	..
Other expenses	7,940	7,828	7,906
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>43,080</b>	<b>57,727</b>	<b>63,565</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(9,949)</b>	<b>6,350</b>	<b>..</b>

# Balance sheet

Queensland Performing Arts Trust	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	11,424	23,681	23,953
Receivables	1,604	1,581	1,713
Other financial assets	..	..	..
Inventories	314	314	324
Other	311	6,561	6,566
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>13,653</b>	<b>32,137</b>	<b>32,556</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	14,725	13,752	13,508
Intangibles	311	399	331
Other	..	..	..
<b>Total non-current assets</b>	<b>15,036</b>	<b>14,151</b>	<b>13,839</b>
<b>TOTAL ASSETS</b>	<b>28,689</b>	<b>46,288</b>	<b>46,395</b>
<b>CURRENT LIABILITIES</b>			
Payables	3,731	5,031	5,131
Accrued employee benefits	1,733	1,733	1,733
Interest bearing liabilities and derivatives	12	12	..
Provisions	..	..	..
Other	493	493	512
<b>Total current liabilities</b>	<b>5,969</b>	<b>7,269</b>	<b>7,376</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	42	42	42
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>42</b>	<b>42</b>	<b>42</b>
<b>TOTAL LIABILITIES</b>	<b>6,011</b>	<b>7,311</b>	<b>7,418</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>22,678</b>	<b>38,977</b>	<b>38,977</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>22,678</b>	<b>38,977</b>	<b>38,977</b>

# Cash flow statement

Queensland Performing Arts Trust	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
User charges and fees	7,532	34,969	49,131
Grants and other contributions	9,091	9,533	11,117
Interest and distribution from managed funds received	261	366	510
Taxes	..	..	..
Other	10,295	14,236	1,755
<b>Outflows:</b>			
Employee costs	(22,502)	(26,492)	(26,707)
Supplies and services	(12,067)	(27,813)	(29,879)
Grants and subsidies	..	..	..
Borrowing costs	..	..	..
Other	(2,133)	(2,065)	(4,643)
<b>Net cash provided by or used in operating activities</b>	<b>(9,523)</b>	<b>2,734</b>	<b>1,284</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	(2,000)	(2,000)	(1,000)
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(1,000)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	..	..	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	(17)	(17)	(12)
Equity withdrawals	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>(17)</b>	<b>(17)</b>	<b>(12)</b>
<b>Net increase/(decrease) in cash held</b>	<b>(11,540)</b>	<b>717</b>	<b>272</b>
<b>Cash at the beginning of financial year</b>	<b>22,964</b>	<b>22,964</b>	<b>23,681</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>11,424</b>	<b>23,681</b>	<b>23,953</b>

# Statutory bodies

## Residential Tenancies Authority

### Overview

The Residential Tenancies Authority's vision is renting that works for everyone, and our purpose is to empower positive relationships and administer fairness in the residential rental sector by providing tailored information, education and regulation for all Queenslanders.

#### Contribution to the Government's Objectives for the Community

The service area within the Residential Tenancies Authority contributes to the following government objectives:

Government's Objectives for the Community	Agency's objectives	Agency's service area
Backing our frontline services	<p>Customers value our services because they are tailored to their needs</p> <p>Provide smart digital services that deliver easy to use, accessible and targeted service channels</p> <p>Business efficiency focuses on business improvements, systems and resources to deliver streamlined services for our customers</p> <p>Customer focused workforce where our people are highly capable and agile to deliver services and support our customers</p>	<p><b>Residential Tenancies Authority</b></p> <p>To ensure renting works for everyone by regulating, educating and informing the residential rental sector and delivering informative and tailored customer experiences</p>

#### Key deliverables

In 2021–22, the Residential Tenancies Authority will:

- continue to deliver digital products to the Residential Tenancies Authority's customers to promote a seamless service, be more responsive to customers and increase the number of services to be provided online
- implement new business processes, compliance activities and service offerings to ensure that they meet the highest standards to support and administer the *Residential Tenancies and Rooming Accommodation Act 2008* (RTRA Act), including the Residential Tenancies Authority's recent *Compliance and Enforcement Strategy 2021–23*
- continue to support and educate the rental sector on requirements under the RTRA Act including implementing any legislative reforms

#### Staffing

The table below shows the full-time equivalents (FTEs) as at 30 June in the respective years.

Service Area	2020–21 Budget	2020–21 Est. Actual	2021–22 Budget
Residential Tenancies Authority <sup>1</sup>	211	211	211
<b>Total FTEs</b>	<b>211</b>	<b>211</b>	<b>211</b>

Note:

- The 2021–22 Budget includes 2 FTE funded by RTA but allocated to the Department of Communities, Housing and Digital Economy.

# Performance statements

## Residential Tenancies Authority

### Service area objective

To ensure renting works for everyone by regulating, educating and informing the residential rental sector and delivering informative and tailored customer experiences.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Effectiveness measures</b>			
Proportion of disputes resolved after parties participated in the conciliation process	70%	69.8%	70%
Overall client satisfaction <sup>1,2</sup>	75%	82.3%	75%
<b>Efficiency measures</b>			
Average annual return on investment <sup>3</sup>	2.6%	5.4%	2.7%
Total cost for Residential Tenancies Authority output (excluding grants) as a proportion of the value of bonds held	3.6%	3.6%	3.7%

#### Notes:

1. The 2020–21 Estimated Actual exceeds the 2020–21 Target/Estimate of 75 per cent as the Residential Tenancies Authority (RTA) placed a significant focus on improving customer satisfaction throughout 2020–21, such as the development of a customer experience strategy to ensure customers continue to value our services. Throughout 2019–20 and 2020–21 new services for customers were developed and implemented to improve access to RTA services. The RTA also prioritised cross-skilling and up-skilling of frontline staff members to better respond to customer demand, reducing wait times and improving the quality of interactions.
2. The 2020–21 Target/Estimate has been retained for 2021–22 as customer needs and expectations continue to evolve. External factors including COVID-19, major weather events or legislative changes also influence customer satisfaction due to increased wait times for RTA services.
3. The 2020–21 Estimated Actual exceeds the 2020–21 Target/Estimate due to better than expected investment market recovery following the impacts of COVID-19. As previous investment performance is not an indicator of future performance, the 2021–22 Target/Estimate has been adjusted based upon expert forecast advice from the Queensland Investment Corporation.

# Income statement

Residential Tenancies Authority	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
Taxes	..	..	..
User charges and fees	..	..	..
Grants and other contributions	..	2,000	15,500
Interest and distributions from managed funds	25,075	47,785	25,972
Other revenue	..	..	..
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>25,075</b>	<b>49,785</b>	<b>41,472</b>
<b>EXPENSES</b>			
Employee expenses	22,696	22,462	23,444
Supplies and services	8,170	8,660	11,967
Grants and subsidies	..	..	..
Depreciation and amortisation	3,233	3,411	1,945
Finance/borrowing costs	44	44	1
Other expenses	440	361	383
Losses on sale/revaluation of assets	60	32	20
<b>Total expenses</b>	<b>34,643</b>	<b>34,970</b>	<b>37,760</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(9,568)</b>	<b>14,815</b>	<b>3,712</b>

# Balance sheet

Residential Tenancies Authority	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	79,954	52,885	68,333
Receivables	802	814	759
Other financial assets	884,643	939,182	962,816
Inventories	..	..	..
Other	542	501	490
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>965,941</b>	<b>993,382</b>	<b>1,032,398</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	12,977	873	519
Intangibles	9,013	8,338	6,749
Other	62	176	(70)
<b>Total non-current assets</b>	<b>22,052</b>	<b>9,387</b>	<b>7,198</b>
<b>TOTAL ASSETS</b>	<b>987,993</b>	<b>1,002,769</b>	<b>1,039,596</b>
<b>CURRENT LIABILITIES</b>			
Payables	976,509	983,143	1,016,744
Accrued employee benefits	4,900	3,417	3,315
Interest bearing liabilities and derivatives	1,011	431	..
Provisions	5	5	5
Other	13	53	53
<b>Total current liabilities</b>	<b>982,438</b>	<b>987,049</b>	<b>1,020,117</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	1,231	1,216	1,263
Interest bearing liabilities and derivatives	14,203	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>15,434</b>	<b>1,216</b>	<b>1,263</b>
<b>TOTAL LIABILITIES</b>	<b>997,872</b>	<b>988,265</b>	<b>1,021,380</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>(9,879)</b>	<b>14,504</b>	<b>18,216</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>(9,879)</b>	<b>14,504</b>	<b>18,216</b>



# Cash flow statement

Residential Tenancies Authority	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
User charges and fees	(40)	(7)	(2)
Grants and other contributions	..	2,000	15,500
Interest and distribution from managed funds received	25,102	47,791	25,922
Taxes	..	..	..
Other	..	43	85
<b>Outflows:</b>			
Employee costs	(21,813)	(23,077)	(23,499)
Supplies and services	(8,347)	(8,910)	(11,710)
Grants and subsidies	..	..	..
Borrowing costs	(44)	(44)	(1)
Other	23,239	29,953	33,218
<b>Net cash provided by or used in operating activities</b>	<b>18,097</b>	<b>47,749</b>	<b>39,513</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	(1,127)	(1,000)	..
Payments for investments	(13,692)	(68,231)	(23,634)
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>(14,819)</b>	<b>(69,231)</b>	<b>(23,634)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	..	..	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	(169)	(2,478)	(431)
Equity withdrawals	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>(169)</b>	<b>(2,478)</b>	<b>(431)</b>
<b>Net increase/(decrease) in cash held</b>	<b>3,109</b>	<b>(23,960)</b>	<b>15,448</b>
<b>Cash at the beginning of financial year</b>	<b>76,845</b>	<b>76,845</b>	<b>52,885</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>79,954</b>	<b>52,885</b>	<b>68,333</b>

# Glossary of terms

<b>Accrual accounting</b>	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.
<b>Administered items</b>	Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the government.
<b>Agency/entity</b>	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.
<b>Appropriation</b>	Funds issued by the Treasurer, under Parliamentary authority, to agencies during a financial year for: <ul style="list-style-type: none"> <li>• delivery of agreed services</li> <li>• administered items</li> <li>• adjustment of the government's equity in agencies, including acquiring of capital.</li> </ul>
<b>Balance sheet</b>	A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.
<b>Capital</b>	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.
<b>Cash flow statement</b>	A financial statement reporting the cash inflows and outflows for an entity's operating, investing and financing activities in a particular period.
<b>Controlled Items</b>	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.
<b>Depreciation</b>	The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.
<b>Equity</b>	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.
<b>Equity injection</b>	An increase in the investment of the government in a public sector agency.
<b>Financial statements</b>	Collective description of the income statement, the balance sheet and the cash flow statement for an entity's controlled and administered activities.
<b>Income statement</b>	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.
<b>Outcomes</b>	Whole-of-government outcomes are intended to cover all dimensions of community wellbeing. They express the current needs and future aspirations of communities, within a social, economic and environment context.
<b>Own-source revenue</b>	Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.
<b>Priorities</b>	Key policy areas that will be the focus of government activity.
<b>Services</b>	The actions or activities (including policy development) of an agency which contribute to the achievement of the agency's objectives.
<b>Service area</b>	Related services grouped into a high-level service area for communicating the broad types of services delivered by an agency.
<b>Service standard</b>	Define a level of performance that is expected to be achieved appropriate for the service area or service. Service standards are measures of efficiency or effectiveness.





Queensland Budget 2021–22

**Service Delivery Statements**

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