

SERVICE DELIVERY STATEMENTS

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

Appropriation Bills

Budget Highlights

Regional Action Plans

The budget papers are available online at budget.qld.gov.au

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Service Delivery Statements

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**Queensland
Government**

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

www.communities.qld.gov.au

www.arts.qld.gov.au

services.citec.com.au

www.forgov.qld.gov.au/qss

www.caa.qld.gov.au

www.slq.qld.gov.au

www.qagoma.qld.gov.au

network.qm.qld.gov.au

www.qpac.com.au

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"> • Safeguarding our health • Supporting jobs • Backing small business • Growing our regions • Investing in skills • Backing our frontline services 	<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>Arts Queensland</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>Community Services</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>Customer and Digital Services</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>Housing and Homelessness Services</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 ¹	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
Total FTEs	2,653	2,567	2,320

Note:

1. 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 ¹ \$'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
Total capital outlays	648,923	521,907	621,026

Note:

1. 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.
Service: Investment programs			
Effectiveness measure			
Customer satisfaction with Arts Queensland's service delivery ¹	83%	...	83%
Efficiency measure			
Government funding provided direct to arts and cultural sector as a proportion of total investment program budget ²	85%	88%	88%
Service: Facilities management			
Effectiveness measure			
Utilisation of state-owned arts and cultural facilities ³	6,165,000 visitors	2,286,419 visitors	4,967,600 visitors
Efficiency measure			
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.
Effectiveness measure			
Percentage of Community Recovery Emergency Hardship Assistance applications processed for payment within 24 hours	80%	93%	80%
Efficiency measure			
Percentage of contracted service capacity for in-home and community connection support used ^{1,2}	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.
Effectiveness measures			
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) ¹	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%
Efficiency measures			
Cost per customer interaction (phone, counter, online) provided by Smart Service Queensland ²	\$1.00	\$0.51	\$1.00
Cost to Queensland State Archives per record accessed ³	\$1.20	\$0.87	\$1.00
Operating cost per \$1,000 of managed spend on ICT products and services ⁴	≤\$15	\$10	<\$10
Discontinued measures			
Percentage of data sets available on qld.gov.au with an Open Data Certificate ⁵	70%	...	Discontinued measure
Percentage increase in number of Queensland State Archives records accessed ⁶	20%	20%	Discontinued measure
Percentage of whole-of-government ICT spend awarded to small to medium sized enterprises (transactions over \$10,000) ⁷	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; 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.
Service: Housing			
Effectiveness measures			
Level of overall client satisfaction			
<ul style="list-style-type: none"> Public housing¹ Community housing¹ 	86% 81%	86% 81%
Percentage of new households assisted into government-owned and managed social rental housing who were in very high or high need ²	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 ³	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%
Efficiency measure			
Average tenancy and property management administration cost per households assisted with social rental housing	\$1,339	\$1,334	\$1,369
Service: Homelessness			
Effectiveness measures			
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%
Efficiency measure			
Recurrent cost per client accessing homelessness services	\$3,974	\$3,695	\$3,856

Notes:

- 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.
- 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
INCOME			
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
Total income	2,072,380	2,058,483	1,752,226
EXPENSES			
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
Total expenses	2,211,876	2,164,056	1,862,127
OPERATING SURPLUS/(DEFICIT)	(139,496)	(105,573)	(109,901)

Controlled balance sheet

Department of Communities, Housing and Digital Economy	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
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
Total current assets	184,919	247,704	248,184
NON-CURRENT ASSETS			
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
Total non-current assets	17,395,751	17,320,345	17,421,935
TOTAL ASSETS	17,580,670	17,568,049	17,670,119
CURRENT LIABILITIES			
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
Total current liabilities	246,828	274,456	257,313
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	472,668	472,801	440,518
Provisions
Other
Total non-current liabilities	472,668	472,801	440,518
TOTAL LIABILITIES	719,496	747,257	697,831
NET ASSETS/(LIABILITIES)	16,861,174	16,820,792	16,972,288
EQUITY			
TOTAL EQUITY	16,861,174	16,820,792	16,972,288

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
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
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
Outflows:			
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)
Net cash provided by or used in operating activities	224,986	257,583	107,195
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
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
Outflows:			
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)
Net cash provided by or used in investing activities	(426,244)	(343,197)	(328,089)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	428,318	354,023	313,991
Outflows:			
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)
Net cash provided by or used in financing activities	56,118	(18,196)	215,163
Net increase/(decrease) in cash held	(145,140)	(103,810)	(5,731)
Cash at the beginning of financial year	115,726	115,726	53,632
Cash transfers from restructure	41,716	41,716	314
Cash at the end of financial year	12,302	53,632	48,215

Administered income statement

Department of Communities, Housing and Digital Economy	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
INCOME			
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
Total income	143,435	148,283	195,769
EXPENSES			
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
Total expenses	137,109	141,957	197,443
OPERATING SURPLUS/(DEFICIT)	6,326	6,326	(1,674)

Administered balance sheet

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

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
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
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	..
Outflows:			
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)
Net cash provided by or used in operating activities	11,871	11,871	(307)
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	..	3,700	..
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals	..	(3,700)	..
Net cash provided by or used in financing activities
Net increase/(decrease) in cash held	11,871	11,871	(307)
Cash at the beginning of financial year	(26,353)
Cash transfers from restructure	(38,224)	(38,224)	..
Cash at the end of financial year	(26,353)	(26,353)	(26,660)

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
INCOME			
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
Total income	2,568,728	2,553,856	2,006,816
EXPENSES			
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
Total expenses	2,711,605	2,663,364	2,121,150
Income tax expense/revenue	2,790	2,790	..
OPERATING SURPLUS/(DEFICIT)	(145,667)	(112,298)	(114,334)

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
CURRENT ASSETS			
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
Total current assets	244,437	310,793	314,248
NON-CURRENT ASSETS			
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
Total non-current assets	17,439,955	17,365,885	17,456,476
TOTAL ASSETS	17,684,392	17,676,678	17,770,724
CURRENT LIABILITIES			
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
Total current liabilities	276,691	305,487	290,830
NON-CURRENT LIABILITIES			
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
Total non-current liabilities	487,622	488,348	449,988
TOTAL LIABILITIES	764,313	793,835	740,818
NET ASSETS/(LIABILITIES)	16,920,079	16,882,843	17,029,906
EQUITY			
TOTAL EQUITY	16,920,079	16,882,843	17,029,906

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
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
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
Outflows:			
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)
Net cash provided by or used in operating activities	196,363	230,265	128,768
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
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
Outflows:			
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)
Net cash provided by or used in investing activities	(429,634)	(349,697)	(329,489)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	428,318	357,723	313,991
Outflows:			
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
Net cash provided by or used in financing activities	39,103	(30,801)	201,752
Net increase/(decrease) in cash held	(194,168)	(150,233)	1,031
Cash at the beginning of financial year	271,749	271,749	81,216
Cash transfers from restructure	(40,300)	(40,300)	314
Cash at the end of financial year	37,281	81,216	82,561

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>CITEC</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 ¹	336	355	322
Total FTEs	336	355	322

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.
Service: CITEC ICT			
Effectiveness measures			
CITEC ICT customer satisfaction	>75%	77%	>75%
CITEC ICT service availability	99.9%	99.9%	99.9%
Efficiency measure			
CITEC ICT earnings before interest and tax less depreciation and amortisation (EBITDA)	\$13.840M	\$13.660M	\$14.654M
Service: CITEC IB			
Effectiveness measure			
CITEC IB customer satisfaction	>80%	81%	>80%
Efficiency measure			
CITEC IB earnings before interest and tax less depreciation and amortisation (EBITDA) ^{1,2}	(\$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
INCOME			
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
Total income	148,999	148,397	154,552
EXPENSES			
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
Total expenses	153,919	153,742	158,985
Income tax expense/revenue
OPERATING SURPLUS/(DEFICIT)	(4,920)	(5,345)	(4,433)

Balance sheet

CITEC	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
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
Total current assets	24,231	25,000	25,191
NON-CURRENT ASSETS			
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
Total non-current assets	36,570	38,088	28,844
TOTAL ASSETS	60,801	63,088	54,035
CURRENT LIABILITIES			
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
Total current liabilities	27,680	26,099	27,508
NON-CURRENT LIABILITIES			
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
Total non-current liabilities	14,906	15,499	9,470
TOTAL LIABILITIES	42,586	41,598	36,978
NET ASSETS/(LIABILITIES)	18,215	21,490	17,057
EQUITY			
TOTAL EQUITY	18,215	21,490	17,057

Cash flow statement

CITEC	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
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
Outflows:			
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)
Net cash provided by or used in operating activities	12,091	12,104	14,610
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(2,890)	(6,300)	(1,000)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(2,890)	(6,300)	(1,000)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	..	3,700	..
Outflows:			
Borrowing redemptions
Finance lease payments	(15,018)	(14,308)	(13,304)
Equity withdrawals
Dividends paid
Net cash provided by or used in financing activities	(15,018)	(10,608)	(13,304)
Net increase/(decrease) in cash held	(5,817)	(4,804)	306
Cash at the beginning of financial year	7,366	7,366	2,562
Cash transfers from restructure
Cash at the end of financial year	1,549	2,562	2,868

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	Queensland Shared Services 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 ¹	922	975	869
Total FTEs	922	975	869

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.
Service: Human Resources			
Effectiveness measures			
Percentage of payroll services delivered within service agreement standards	≥97%	99%	≥97%
Customer satisfaction with Human Resources Services ¹	80%	86%	80%
Efficiency measure			
Number of pays processed per FTE per fortnight	≥325	333	≥325
Service: Finance			
Effectiveness measures			
Percentage of finance services delivered within service agreement standards	≥95%	98%	≥95%
Customer satisfaction with finance services ¹	80%	88%	80%
Efficiency measure			
Number of accounts payable transactions processed per FTE per annum ²	≥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
INCOME			
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
Total income	133,837	133,464	138,143
EXPENSES			
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
Total expenses	141,310	140,916	138,143
OPERATING SURPLUS/(DEFICIT)	(7,473)	(7,452)	..

Balance sheet

Queensland Shared Services	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
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
Total current assets	33,203	36,155	37,956
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	493	489	445
Intangibles	7,102	6,924	5,213
Other	39	39	39
Total non-current assets	7,634	7,452	5,697
TOTAL ASSETS	40,837	43,607	43,653
CURRENT LIABILITIES			
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
Total current liabilities	4,695	7,444	7,538
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	48	48	..
Provisions
Other
Total non-current liabilities	48	48	..
TOTAL LIABILITIES	4,743	7,492	7,538
NET ASSETS/(LIABILITIES)	36,094	36,115	36,115
EQUITY			
TOTAL EQUITY	36,094	36,115	36,115

Cash flow statement

Queensland Shared Services	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
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
Outflows:			
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)
Net cash provided by or used in operating activities	(3,034)	(1,592)	6,861
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(400)	(100)	(400)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(400)	(100)	(400)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments	(163)	(163)	(107)
Equity withdrawals	(1,834)	(1,834)	..
Net cash provided by or used in financing activities	(1,997)	(1,997)	(107)
Net increase/(decrease) in cash held	(5,431)	(3,689)	6,354
Cash at the beginning of financial year	24,494	24,494	20,805
Cash transfers from restructure
Cash at the end of financial year	19,063	20,805	27,159

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>Corporate Administration Agency</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 ¹	74	88	79
Total FTEs	74	88	79

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.
Effectiveness measures			
Customer satisfaction with CAA services ¹	85%	96%	90%
Customers consider CAA services are value for money ²	95%	100%	95%
Efficiency measures			
CAA operating surplus/(deficit)	±2%	-1.35%	±2%
Unit rate per employee per pay for salary-based employees ³	≤\$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
INCOME			
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
Total income	10,953	10,953	11,638
EXPENSES			
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
Total expenses	10,953	11,103	11,638
OPERATING SURPLUS/(DEFICIT)	..	(150)	..

Balance sheet

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

Cash flow statement

Corporate Administration Agency	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
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
Outflows:			
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)
Net cash provided by or used in operating activities	102	(48)	102
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Net cash provided by or used in financing activities
Net increase/(decrease) in cash held	102	(48)	102
Cash at the beginning of financial year	4,265	4,265	4,217
Cash transfers from restructure
Cash at the end of financial year	4,367	4,217	4,319

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"> Growing our regions Backing our frontline services 	<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>State Library of Queensland</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
Total FTEs	287	287	287

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.
<i>Effectiveness measures</i>			
Customer satisfaction with services and programs ¹	95%	94%	95%
Visits to State Library onsite and online ²	4.0M	4.1M	4.0M
<i>Efficiency measure</i>			
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
INCOME			
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
Total income	79,849	79,783	80,610
EXPENSES			
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
Total expenses	79,849	79,783	80,610
OPERATING SURPLUS/(DEFICIT)

Balance sheet

Library Board of Queensland	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
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
Total current assets	21,923	22,045	21,058
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	124,532	124,410	125,602
Intangibles	12,853	12,853	13,448
Other
Total non-current assets	137,385	137,263	139,050
TOTAL ASSETS	159,308	159,308	160,108
CURRENT LIABILITIES			
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
Total current liabilities	6,033	6,033	6,033
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	6,033	6,033	6,033
NET ASSETS/(LIABILITIES)	153,275	153,275	154,075
EQUITY			
TOTAL EQUITY	153,275	153,275	154,075

Cash flow statement

Library Board of Queensland	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
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
Outflows:			
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)
Net cash provided by or used in operating activities	283	405	545
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	577	577	715
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(2,109)	(2,109)	(2,247)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(1,532)	(1,532)	(1,532)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Net cash provided by or used in financing activities
Net increase/(decrease) in cash held	(1,249)	(1,127)	(987)
Cash at the beginning of financial year	21,253	21,253	20,126
Cash transfers from restructure
Cash at the end of financial year	20,004	20,126	19,139

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"> • Safeguarding our health • Supporting jobs • Backing small business • Growing our regions • Protecting the environment 	<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>Queensland Art Gallery</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 ¹	290	290	290
Total FTEs	290	290	290

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.
Effectiveness measures			
Audience satisfaction with exhibitions and programs	92%	92%	92%
Visits to the Queensland Art Gallery Gallery of Modern Art onsite and at touring venues ¹	1.42M	650,000	800,000
Efficiency measure			
Non-government revenue as a percentage of total revenue ²	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
INCOME			
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
Total income	64,013	66,301	62,690
EXPENSES			
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
Total expenses	63,362	62,901	62,690
OPERATING SURPLUS/(DEFICIT)	651	3,400	..

Balance sheet

Queensland Art Gallery	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
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
Total current assets	8,519	10,593	5,895
NON-CURRENT ASSETS			
Receivables
Other financial assets	40,536	41,211	41,165
Property, plant and equipment	567,671	567,671	577,415
Intangibles
Other
Total non-current assets	608,207	608,882	618,580
TOTAL ASSETS	616,726	619,475	624,475
CURRENT LIABILITIES			
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
Total current liabilities	7,149	7,149	7,149
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	61	61	61
Provisions
Other
Total non-current liabilities	61	61	61
TOTAL LIABILITIES	7,210	7,210	7,210
NET ASSETS/(LIABILITIES)	609,516	612,265	617,265
EQUITY			
TOTAL EQUITY	609,516	612,265	617,265

Cash flow statement

Queensland Art Gallery	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
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
Outflows:			
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)
Net cash provided by or used in operating activities	(2,618)	(544)	(3,269)
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed	2,501	2,501	2,501
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(2,847)	(2,847)	(2,800)
Payments for investments	(1,130)	(1,130)	(1,130)
Loans and advances made
Net cash provided by or used in investing activities	(1,476)	(1,476)	(1,429)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Net cash provided by or used in financing activities
Net increase/(decrease) in cash held	(4,094)	(2,020)	(4,698)
Cash at the beginning of financial year	10,963	10,963	8,943
Cash transfers from restructure
Cash at the end of financial year	6,869	8,943	4,245

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"> • Supporting jobs • Backing small business • Growing our regions • Protecting the environment 	<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>Queensland Museum Network</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 Zenadh 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
Total FTEs	250	250	250

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.
Effectiveness measures			
Audience satisfaction with museum experiences ¹	96%	...	95%
Visits to Queensland Museum Network onsite and at touring venues ^{2,3}	2.2M	1.3M	2.0M
Efficiency measure			
Non-government revenue as a percentage of total revenue ⁴	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
INCOME			
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
Total income	46,766	53,983	52,414
EXPENSES			
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
Total expenses	52,859	58,806	58,707
OPERATING SURPLUS/(DEFICIT)	(6,093)	(4,823)	(6,293)

Balance sheet

Queensland Museum	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
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
Total current assets	11,677	14,274	8,847
NON-CURRENT ASSETS			
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
Total non-current assets	642,135	638,998	636,115
TOTAL ASSETS	653,812	653,272	644,962
CURRENT LIABILITIES			
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
Total current liabilities	9,070	8,982	6,783
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	1,271	492	215
Provisions
Other	943
Total non-current liabilities	2,214	492	215
TOTAL LIABILITIES	11,284	9,474	6,998
NET ASSETS/(LIABILITIES)	642,528	643,798	637,964
EQUITY			
TOTAL EQUITY	642,528	643,798	637,964

Cash flow statement

Queensland Museum	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
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
Outflows:			
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)
Net cash provided by or used in operating activities	(6,112)	(1,127)	(3,835)
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	..	29	6
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(9,816)	(9,791)	(720)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(9,816)	(9,762)	(714)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	2,997	2,997	..
Outflows:			
Borrowing redemptions
Finance lease payments	(449)	(472)	(263)
Equity withdrawals	(926)	(926)	(926)
Net cash provided by or used in financing activities	1,622	1,599	(1,189)
Net increase/(decrease) in cash held	(14,306)	(9,290)	(5,738)
Cash at the beginning of financial year	21,948	21,948	12,658
Cash transfers from restructure
Cash at the end of financial year	7,642	12,658	6,920

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	Vibrant arts – deliver a diversity of meaningful experiences Captivated audiences – amplify audience engagement Creative and commercial – foster innovation, leadership and collaboration First Nations – prioritise reconciliation led by First Nations knowledge and expertise	Queensland Performing Arts Trust To engage all Queenslanders through an inspiring, diverse and relevant performing arts program

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 ¹	230	285	325
Total FTEs	230	285	325

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.
Effectiveness measures			
Audience satisfaction with programming	95%	94%	95%
Visits to QPAC onsite	1.3M	465,000	1.3M
Efficiency measures			
Venue utilisation ¹	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
INCOME			
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
Total income	33,131	64,077	63,565
EXPENSES			
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
Total expenses	43,080	57,727	63,565
OPERATING SURPLUS/(DEFICIT)	(9,949)	6,350	..

Balance sheet

Queensland Performing Arts Trust	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
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
Total current assets	13,653	32,137	32,556
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	14,725	13,752	13,508
Intangibles	311	399	331
Other
Total non-current assets	15,036	14,151	13,839
TOTAL ASSETS	28,689	46,288	46,395
CURRENT LIABILITIES			
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
Total current liabilities	5,969	7,269	7,376
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	42	42	42
Provisions
Other
Total non-current liabilities	42	42	42
TOTAL LIABILITIES	6,011	7,311	7,418
NET ASSETS/(LIABILITIES)	22,678	38,977	38,977
EQUITY			
TOTAL EQUITY	22,678	38,977	38,977

Cash flow statement

Queensland Performing Arts Trust	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
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
Outflows:			
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)
Net cash provided by or used in operating activities	(9,523)	2,734	1,284
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(2,000)	(2,000)	(1,000)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(2,000)	(2,000)	(1,000)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments	(17)	(17)	(12)
Equity withdrawals
Net cash provided by or used in financing activities	(17)	(17)	(12)
Net increase/(decrease) in cash held	(11,540)	717	272
Cash at the beginning of financial year	22,964	22,964	23,681
Cash transfers from restructure
Cash at the end of financial year	11,424	23,681	23,953

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>Residential Tenancies Authority</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 ¹	211	211	211
Total FTEs	211	211	211

Note:

1. 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.
Effectiveness measures			
Proportion of disputes resolved after parties participated in the conciliation process	70%	69.8%	70%
Overall client satisfaction ^{1,2}	75%	82.3%	75%
Efficiency measures			
Average annual return on investment ³	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
INCOME			
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
Total income	25,075	49,785	41,472
EXPENSES			
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
Total expenses	34,643	34,970	37,760
OPERATING SURPLUS/(DEFICIT)	(9,568)	14,815	3,712

Balance sheet

Residential Tenancies Authority	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
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
Total current assets	965,941	993,382	1,032,398
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	12,977	873	519
Intangibles	9,013	8,338	6,749
Other	62	176	(70)
Total non-current assets	22,052	9,387	7,198
TOTAL ASSETS	987,993	1,002,769	1,039,596
CURRENT LIABILITIES			
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
Total current liabilities	982,438	987,049	1,020,117
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits	1,231	1,216	1,263
Interest bearing liabilities and derivatives	14,203
Provisions
Other
Total non-current liabilities	15,434	1,216	1,263
TOTAL LIABILITIES	997,872	988,265	1,021,380
NET ASSETS/(LIABILITIES)	(9,879)	14,504	18,216
EQUITY			
TOTAL EQUITY	(9,879)	14,504	18,216

Cash flow statement

Residential Tenancies Authority	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
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
Outflows:			
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
Net cash provided by or used in operating activities	18,097	47,749	39,513
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(1,127)	(1,000)	..
Payments for investments	(13,692)	(68,231)	(23,634)
Loans and advances made
Net cash provided by or used in investing activities	(14,819)	(69,231)	(23,634)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments	(169)	(2,478)	(431)
Equity withdrawals
Net cash provided by or used in financing activities	(169)	(2,478)	(431)
Net increase/(decrease) in cash held	3,109	(23,960)	15,448
Cash at the beginning of financial year	76,845	76,845	52,885
Cash transfers from restructure
Cash at the end of financial year	79,954	52,885	68,333

Glossary of terms

Accrual accounting	Recognition of economic events and other financial transactions involving revenue, expenses, assets, liabilities and equity as they occur and reporting in financial statements in the period to which they relate, rather than when a flow of cash occurs.
Administered items	Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the government.
Agency/entity	Used generically to refer to the various organisational units within government that deliver services or otherwise service government objectives. The term can include departments, commercialised business units, statutory bodies or other organisations established by Executive decision.
Appropriation	Funds issued by the Treasurer, under Parliamentary authority, to agencies during a financial year for: <ul style="list-style-type: none"> • delivery of agreed services • administered items • adjustment of the government's equity in agencies, including acquiring of capital.
Balance sheet	A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.
Capital	A term used to refer to an entity's stock of assets and the capital grants it makes to other agencies. Assets include property, plant and equipment, intangible items and inventories that an entity owns/controls and uses in the delivery of services.
Cash flow statement	A financial statement reporting the cash inflows and outflows for an entity's operating, investing and financing activities in a particular period.
Controlled Items	Assets, liabilities, revenues and expenses that are controlled by departments. These relate directly to the departmental operational objectives and arise at the discretion and direction of that department.
Depreciation	The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.
Equity	Equity is the residual interest in the assets of the entity after deduction of its liabilities. It usually comprises the entity's accumulated surpluses/losses, capital injections and any reserves.
Equity injection	An increase in the investment of the government in a public sector agency.
Financial statements	Collective description of the income statement, the balance sheet and the cash flow statement for an entity's controlled and administered activities.
Income statement	A financial statement highlighting the accounting surplus or deficit of an entity. It provides an indication of whether the entity has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation.
Outcomes	Whole-of-government outcomes are intended to cover all dimensions of community wellbeing. They express the current needs and future aspirations of communities, within a social, economic and environment context.
Own-source revenue	Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.
Priorities	Key policy areas that will be the focus of government activity.
Services	The actions or activities (including policy development) of an agency which contribute to the achievement of the agency's objectives.
Service area	Related services grouped into a high-level service area for communicating the broad types of services delivered by an agency.
Service standard	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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