

# SERVICE DELIVERY STATEMENTS

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Department of Regional Development,  
Manufacturing and Water

# 2021–22 Queensland Budget Papers

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

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### Service Delivery Statements

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# **Department of Regional Development, Manufacturing and Water**

## **Portfolio overview**

**Minister for Regional Development and Manufacturing and  
Minister for Water**

**The Honourable Glenn Butcher MP**

**Department of Regional Development, Manufacturing and Water**

**Acting Director-General: Michael Glover**

Additional information about this agency can be sourced from: [www.rdmw.qld.gov.au](http://www.rdmw.qld.gov.au)

# Department of Regional Development, Manufacturing and Water

## Overview

The Department of Regional Development, Manufacturing and Water's (the department) vision is for a Queensland where our sustainable water resources and innovative manufacturing drives economic growth and job opportunities for our regional communities. The department's purpose is to generate economic growth and jobs through competitive regional economies, enable an innovative manufacturing sector and make best use of our water resources by delivering sustainable, safe, secure and affordable water statewide.

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

The service areas within the department contribute to the following government objectives:

Government's Objectives for the Community	Department's objectives	Department's service areas
<ul style="list-style-type: none"> <li>Supporting jobs</li> </ul>	<p>Develop economic opportunities in regional communities</p> <p>Drive water infrastructure investment to maximise community benefit</p>	<p><b>Grow the economy</b></p> <p>Create jobs that provide enduring economic benefit by delivering regional economic development opportunities and supporting the manufacturing industry in Queensland</p> <p><b>Water resource management services</b></p> <p>The sustainable management of Queensland's water resources as well as oversight of water service providers and water infrastructure owners</p>
<ul style="list-style-type: none"> <li>Making it for Queensland</li> </ul>	<p>Build and create jobs in local manufacturing</p>	<p><b>Grow the economy</b></p> <p>Create jobs that provide enduring economic benefit by delivering regional economic development opportunities and supporting the manufacturing industry in Queensland</p>
<ul style="list-style-type: none"> <li>Building Queensland</li> </ul>	<p>Drive water infrastructure investment to maximise community benefit</p>	<p><b>Water resource management services.</b></p> <p>The sustainable management of Queensland's water resources as well as oversight of water service providers and water infrastructure owners</p>
<ul style="list-style-type: none"> <li>Growing our regions</li> </ul>	<p>Develop economic opportunities in regional communities</p> <p>Improve sustainable long-term water security to build community confidence and economic development</p>	<p><b>Grow the economy</b></p> <p>Create jobs that provide enduring economic benefit by delivering regional economic development opportunities and supporting the manufacturing industry in Queensland</p> <p><b>Water resource management services</b></p> <p>The sustainable management of Queensland's water resources as well as oversight of water service providers and water infrastructure owners</p>
<ul style="list-style-type: none"> <li>Investing in skills</li> </ul>	<p>Build and create jobs in local manufacturing</p>	<p><b>Grow the economy</b></p> <p>Create jobs that provide enduring economic benefit by delivering regional economic development opportunities and supporting the manufacturing industry in Queensland</p>
<ul style="list-style-type: none"> <li>Protecting the environment</li> </ul>	<p>Improve sustainable long-term water security to build community confidence and economic development</p>	<p><b>Water resource management services</b></p> <p>The sustainable management of Queensland's water resources as well as oversight of water service providers and water infrastructure owners</p>

## Budget highlights

Measures in the 2021–22 Budget include:

- additional funding of \$70 million over 3 years for delivery of Building our Regions (Round 6) to support local government infrastructure projects in regional Queensland, with a focus on water and sewerage infrastructure projects. This forms part of the government's total funding of \$418.3 million for the Building our Regions program
- additional funding of \$8.3 million over 2 years to upgrade critical infrastructure and unlock new water sources in the Southern Downs region - this forms part of the government's total funding of \$19.3 million over 2 years for the Southern Downs Drought Resilience Package
- increased funding of \$7.5 million, matched by the Australian Government, over 2 years held centrally, to deliver the raising of Rookwood Weir - the project will add 10,000 megalitres of additional water supply for the Central Queensland region, increasing the total volume to 86,000 megalitres
- increased funding of \$6 million over 3 years from 2022–23 for continued implementation of the Advanced Manufacturing 10-Year Roadmap and Action Plan.

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	2020–21 Adjusted Budget <sup>3</sup>	2020–21 Est. Actual <sup>2</sup>	2021–22 Budget
Grow the economy <sup>1</sup>	4	40	39
Water resource management services <sup>1</sup>	522	535	547
<b>Total FTEs</b>	<b>526</b>	<b>575</b>	<b>586</b>

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. Increase in FTEs during 2020–21 is due to the transfer of one FTE to the Department of Resources and the transfer of 50 FTEs from the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP). The transfer from the DSDILGP included 36 FTEs previously seconded to this department and an additional 14 FTEs to assist in establishing the department's corporate area.
3. The 2020–21 Budget has been adjusted to reflect the finalisation of machinery-of-government changes.

## Capital program

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

	2020–21 Adjusted Budget <sup>3</sup> \$'000	2020–21 Est. Actual <sup>4</sup> \$'000	2021–22 Budget \$'000
Capital purchases <sup>1</sup>	43,275	43,275	142,600
Capital grants <sup>2</sup>	27,415	27,415	31,164
<b>Total capital outlays</b>	<b>70,690</b>	<b>70,690</b>	<b>173,764</b>

Notes:

1. Construction of the Rookwood Weir is the primary project for the department with budgeted expenditure of \$140 million in 2021–22.
2. Capital grants principally relate to the Emu Swamp Dam project (delivered in partnership with the Australian Government through the National Water Infrastructure Development Fund) and Building our Regions (Round 6). Capital grants also includes a payment from the department of \$3.2 million in 2021–22 to another government entity: Sunwater Limited.
3. The 2020–21 Budget has been adjusted to reflect the finalisation of machinery-of-government changes.
4. The 2020–21 Estimated Actuals incorporates 7 months of the Water function transferred in from the former Department of Natural Resources, Mines and Energy following the November 2020 machinery-of-government changes.

Further information about the Department of Regional Development, Manufacturing and Water capital outlays can be found in Budget Paper 3: *Capital Statement*.

# Performance statements

## Grow the economy<sup>1</sup>

### Service area objective

Create jobs that provide enduring economic benefit by delivering regional economic development opportunities and supporting the manufacturing industry in Queensland.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Effectiveness measures</b>			
Value of total capital investment enabled through the Made in Queensland and Manufacturing Hubs grants programs <sup>2</sup>	\$144M	\$83.4M	\$21.5M
Value of regional capital investment enabled through the Made in Queensland and Manufacturing Hubs grants programs <sup>2</sup>	\$120M	\$23.3M	\$17.2M
Estimated number of jobs enabled through the Made in Queensland and Manufacturing Hubs grants programs <sup>2</sup>	810	274	71
<b>Efficiency measure</b>			
Capital investment enabled per dollar spent on project facilitation <sup>3</sup>	-	\$12.82	\$4.01

Notes:

- The name of this service area has been amended from 'Develop the economy' in the 2020–21 *Service Delivery Statements* to 'Grow the economy'.
- Following machinery-of-government changes in November 2020, a component relating to the Industry Capability Network was transferred to the Department of State Development, Infrastructure, Local Government and Planning. This has resulted in a reduction in the 2020–21 Estimated Actual and consequently lowered the 2021–22 Target/Estimate.
- As a result of the machinery-of-government changes in November 2020 it was not practical to provide a 2020–21 Target/Estimate.

## Water resource management services

### Service area objective

The sustainable management of Queensland's water resources as well as oversight of water service providers and water infrastructure owners.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
<b>Effectiveness measures</b>			
Accuracy and reliability of the state's water monitoring networks <sup>1</sup>	90%	87%	90%
Percentage of the state's drinking water service providers compliant with drinking water regulatory requirements	90%	97%	90%
<b>Efficiency measure</b>			
Average cost per participant to implement and deliver workshops and support visits to Water Supply Providers <sup>2</sup>	<\$400	\$250	<\$400

Notes:

- A combination of COVID-19 related travel restrictions and supporting priorities of Queensland's Economic Recovery Plan *Unite and Recover* have contributed to the minor variance for this measure in 2020–21.
- An increase in the number of workshops delivered electronically due to COVID-19 restrictions in 2020–21 has resulted in a reduction in the average cost per workshop participant. Depending upon stakeholder feedback, some events will continue to be delivered electronically in 2021–22.

# Budgeted financial statements

## Departmental income statement

### Controlled income statement

Total expenses are estimated to be \$187 million in 2021–22, an increase of \$50.4 million from the 2020–21 Estimated Actual. The increase is principally due to 2021–22 including 12 months of the water function compared to 7 months in 2020–21 as a result of machinery-of-government changes in November 2020 and increased funding for:

- Building our Regions (Round 6)
- the Made in Queensland program
- establishment of two manufacturing hubs in Mackay and the Gold Coast
- the Southern Downs Drought Resilience Package
- the Hells Gates Dam project (delivered in partnership with the Australian Government through the National Water Infrastructure Development Fund)
- the Murray-Darling Basin fencing northern basin riverbanks project (delivered in partnership with the Australian Government).

The department raises approximately 4 per cent of its revenue from sources other than state appropriation, the most notable being industry charges which fund the Office of Groundwater Impact Assessment and rental income on properties held.

### Administered Income Statement

Administered activities are those undertaken by departments on behalf of the government.

The department administers funds on behalf of the state as follows:

- revenue collected on behalf of government:
  - Titles Lodgement Revenue: revenue is collected under the *Water Act 2000* for the lodgement of documents to secure water allocations
- Community Service Obligation (CSO) Payments:
  - CSO payments are made to Sunwater and Seqwater for the provision of rural irrigation services. A payment is also made to Sunwater for the Cloncurry Pipeline.

Increases in revenue and expenditure in 2021–22 are principally due to 12 months of the water function being reported following machinery-of-government changes in November 2020 and increased CSO payments to reduce irrigated and horticultural water costs for the agricultural industry.

## Departmental balance sheet

The department's major assets are in property, plant and equipment. Property, plant and equipment is estimated to be \$319.8 million in 2021–22, an increase of \$140 million from the 2020–21 Estimated Actual. The increase is due to continued construction works on the Rookwood Weir that will create up to 86,000 megalitres of extra water supply for the Central Queensland region.

The department's administered entity balance sheet includes state-owned land and water infrastructure assets totalling \$111.7 million.



# Controlled income statement

Department of Regional Development, Manufacturing and Water	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	136,241	131,138	178,725
Taxes	..	..	..
User charges and fees	4,913	4,913	8,186
Royalties and land rents	..	..	..
Grants and other contributions	420	420	..
Interest and distributions from managed funds	..	..	..
Other revenue	78	78	78
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>141,652</b>	<b>136,549</b>	<b>186,989</b>
<b>EXPENSES</b>			
Employee expenses	41,865	43,520	69,490
Supplies and services	29,243	27,849	41,572
Grants and subsidies	67,441	62,073	72,226
Depreciation and amortisation	1,775	1,775	2,600
Finance/borrowing costs	..	..	..
Other expenses	1,328	1,332	1,101
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>141,652</b>	<b>136,549</b>	<b>186,989</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>..</b>	<b>..</b>	<b>..</b>

# Controlled balance sheet

Department of Regional Development, Manufacturing and Water	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	37,159	37,159	35,924
Receivables	9,562	9,562	10,755
Other financial assets	..	..	..
Inventories	1,770	1,770	1,770
Other	76	76	76
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>48,567</b>	<b>48,567</b>	<b>48,525</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	179,817	179,817	319,817
Intangibles	1,212	1,212	1,212
Other	..	..	..
<b>Total non-current assets</b>	<b>181,029</b>	<b>181,029</b>	<b>321,029</b>
<b>TOTAL ASSETS</b>	<b>229,596</b>	<b>229,596</b>	<b>369,554</b>
<b>CURRENT LIABILITIES</b>			
Payables	2,083	2,083	2,041
Accrued employee benefits	2,124	2,124	2,124
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	4,420	4,420	4,420
<b>Total current liabilities</b>	<b>8,627</b>	<b>8,627</b>	<b>8,585</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>TOTAL LIABILITIES</b>	<b>8,627</b>	<b>8,627</b>	<b>8,585</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>220,969</b>	<b>220,969</b>	<b>360,969</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>220,969</b>	<b>220,969</b>	<b>360,969</b>

# Controlled cash flow statement

Department of Regional Development, Manufacturing and Water	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
Appropriation receipts	11,455	6,352	178,725
User charges and fees	4,021	4,021	7,777
Royalties and land rent receipts	..	..	..
Grants and other contributions	420	420	..
Interest and distribution from managed funds received	..	..	..
Taxes	..	..	..
Other	1,808	1,808	2,398
<b>Outflows:</b>			
Employee costs	(41,865)	(43,520)	(69,490)
Supplies and services	(31,925)	(30,531)	(43,827)
Grants and subsidies	(67,441)	(62,073)	(72,226)
Borrowing costs	..	..	..
Other	(1,993)	(1,997)	(1,992)
<b>Net cash provided by or used in operating activities</b>	<b>(125,520)</b>	<b>(125,520)</b>	<b>1,365</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	(43,275)	(43,275)	(142,600)
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>(43,275)</b>	<b>(43,275)</b>	<b>(142,600)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	41,500	41,500	140,000
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>41,500</b>	<b>41,500</b>	<b>140,000</b>
<b>Net increase/(decrease) in cash held</b>	<b>(127,295)</b>	<b>(127,295)</b>	<b>(1,235)</b>
<b>Cash at the beginning of financial year</b>	<b>135,946</b>	<b>135,946</b>	<b>37,159</b>
Cash transfers from restructure	28,508	28,508	..
<b>Cash at the end of financial year</b>	<b>37,159</b>	<b>37,159</b>	<b>35,924</b>

# Administered income statement

Department of Regional Development, Manufacturing and Water	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	30,660	30,695	37,205
Taxes	..	..	..
User charges and fees	5,931	5,931	8,312
Royalties and land rents	..	..	..
Grants and other contributions	..	..	..
Interest and distributions from managed funds	..	..	..
Other revenue	..	..	..
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>36,591</b>	<b>36,626</b>	<b>45,517</b>
<b>EXPENSES</b>			
Employee expenses	..	..	..
Supplies and services	..	..	..
Grants and subsidies	30,660	30,695	37,205
Depreciation and amortisation	..	..	..
Finance/borrowing costs	..	..	..
Other expenses	..	..	..
Losses on sale/revaluation of assets	..	..	..
Transfers of Administered Revenue to Government	5,931	5,931	8,312
<b>Total expenses</b>	<b>36,591</b>	<b>36,626</b>	<b>45,517</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>..</b>	<b>..</b>	<b>..</b>

# Administered balance sheet

Department of Regional Development, Manufacturing and Water	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	3,125	3,125	3,125
Receivables	1,634	1,634	1,634
Other financial assets	..	..	..
Inventories	..	..	..
Other	..	..	..
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>4,759</b>	<b>4,759</b>	<b>4,759</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	111,714	111,714	111,714
Intangibles	..	..	..
Other	..	..	..
<b>Total non-current assets</b>	<b>111,714</b>	<b>111,714</b>	<b>111,714</b>
<b>TOTAL ASSETS</b>	<b>116,473</b>	<b>116,473</b>	<b>116,473</b>
<b>CURRENT LIABILITIES</b>			
Payables	3,125	3,125	3,125
Transfers to Government payable	1,634	1,634	1,634
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total current liabilities</b>	<b>4,759</b>	<b>4,759</b>	<b>4,759</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>TOTAL LIABILITIES</b>	<b>4,759</b>	<b>4,759</b>	<b>4,759</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>111,714</b>	<b>111,714</b>	<b>111,714</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>111,714</b>	<b>111,714</b>	<b>111,714</b>

# Administered cash flow statement

Department of Regional Development, Manufacturing and Water	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
Appropriation receipts	(16,766)	(16,731)	37,205
User charges and fees	5,931	5,931	8,312
Royalties and land rent receipts	..	..	..
Grants and other contributions	..	..	..
Interest and distribution from managed funds received	..	..	..
Taxes	..	..	..
Other	..	..	..
<b>Outflows:</b>			
Employee costs	..	..	..
Supplies and services	..	..	..
Grants and subsidies	(30,660)	(30,695)	(37,205)
Borrowing costs	..	..	..
Other	..	..	..
Transfers to Government	(5,931)	(5,931)	(8,312)
<b>Net cash provided by or used in operating activities</b>	<b>(47,426)</b>	<b>(47,426)</b>	<b>..</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	..	..	..
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	..	..	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>Net increase/(decrease) in cash held</b>	<b>(47,426)</b>	<b>(47,426)</b>	<b>..</b>
<b>Cash at the beginning of financial year</b>	<b>47,426</b>	<b>47,426</b>	<b>3,125</b>
Cash transfers from restructure	3,125	3,125	..
<b>Cash at the end of financial year</b>	<b>3,125</b>	<b>3,125</b>	<b>3,125</b>

# Glossary of terms

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







Queensland Budget 2021–22

**Service Delivery Statements**

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