

SERVICE DELIVERY STATEMENTS

Department of Transport and Main Roads

2021–22 Queensland Budget Papers

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Service Delivery Statements

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Regional Action Plans

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

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Service Delivery Statements

ISSN 1445-4890 (Print)

ISSN 1445-4904 (Online)



Department of Transport and Main Roads

Portfolio overview

Minister for Transport and Main Roads

The Honourable Mark Bailey MP

Department of Transport and Main Roads

Director-General: Neil Scales

RoadTek

General Manager: William Lansbury

The Minister for Transport and Main Roads is also responsible for:

Gold Coast Waterways Authority

Chief Executive Officer: Hal Morris

Cross River Rail Delivery Authority

Chief Executive Officer: Graeme Newton

Additional information about these agencies can be sourced from:

www.tmr.qld.gov.au

www.translink.com.au

www.msq.qld.gov.au

www.gcwa.qld.gov.au

crossriverrail.qld.gov.au

Department of Transport and Main Roads

Overview

The Department of Transport and Main Roads' vision and purpose is 'Creating a single integrated transport network accessible to everyone'.

The department plays a major role in the government's *Unite and Recover - Queensland's Economic Recovery Plan* through its commitment towards customer safety on the transport network, investment in major road and transport infrastructure projects, as well as partnerships with local governments to achieve regional transport priorities.

Contribution to the Government's Objectives for the Community

The service areas within the Department of Transport and Main Roads contribute to the following government's objectives:

Government's Objectives for the Community	Department's objectives	Department's service areas
<ul style="list-style-type: none"> Supporting jobs Growing our regions 	Accessible – Deliver a transport system that is accessible and inclusive for our customers	Transport System Investment Planning and Programming To provide policy, planning and investment frameworks to deliver an integrated transport network accessible to everyone Transport Infrastructure Management and Delivery To construct, maintain and operate an integrated transport network accessible to all Transport Safety and Regulation To enhance the safety of the transport system through quality regulation, road and maritime safety programs Customer Experience To understand evolving customer needs and expectations, to improve customer experiences and reduce complaints Passenger Transport Services To connect Queensland through the delivery of customer focused passenger transport services
<ul style="list-style-type: none"> Safeguarding our health Building Queensland Backing our frontline services 	Safe – Provide a safe and secure transport system and Transport and Main Roads workplaces	
<ul style="list-style-type: none"> Supporting jobs Making it for Queensland Investing in skills Backing our frontline services 	Responsive – Actively manage a transport system that is responsive to evolving customer expectations and business disruptions	
<ul style="list-style-type: none"> Backing small business Building Queensland Growing our regions 	Efficient – Deliver an efficient and reliable system to advance the movement of people and goods and optimise our resources	
<ul style="list-style-type: none"> Making it for Queensland Building Queensland Protecting the environment 	Sustainable – Create an environmentally, economically and socially sustainable transport system that supports liveable and prosperous communities	

Budget highlights

The Department of Transport and Main Roads is committed to ensuring Queensland's transport system contributes to a vibrant economy, a sustainable environment and ongoing growth of the regions and the state's industries. We will continue to connect Queenslanders by delivering clean, high-quality public transport and building and maintaining efficient, reliable and safe transport infrastructure.

In 2021–22, the department will support government and departmental commitments and priorities by:

- continuing to deliver a jointly funded program of upgrades on the M1 that will improve safety and increase capacity
- continuing to deliver the jointly funded 15-year (2013–14 to 2027–28) Bruce Highway Upgrade Program, supporting approximately 2,500 direct jobs over the life of the program
- commencing the \$500 million joint funding commitment towards upgrades of the Inland Freight Route (Charters Towers to Mungindi)
- continuing to deliver road stimulus packages as part of the Queensland Economic Recovery Strategy
- continuing to provide financial support to aviation, ferry and bus/coach passenger transport operators in regional and remote Queensland still impacted by COVID-19
- continuing to assist with affordability of airfares for Gulf, Cape York and Torres Strait communities through the Local Fare Scheme
- ordering an initial fleet of 20 new 6-car passenger trains to be manufactured in the Maryborough area as part of the government's Queensland Economic Recovery Plan – Making it for Queensland priority area which will be added to the train network in south east Queensland and will support the Cross River Rail project
- continuing to focus on road safety education and awareness programs and improve the safety of state-controlled roads where accidents occur more frequently
- backing Queensland Maritime jobs by supporting the establishment of a new coastal shipping service thereby providing economic stimulus to regional Queensland and investing in skills and training capacity to help grow Queensland's maritime workforce
- investing in The Future is Electric: Queensland Electric Vehicle Strategy (the EV Strategy) which details what the Queensland Government is doing to continue the transition to electric vehicles. A key deliverable of the EV Strategy is the Queensland Electric Super Highway (the QESH), the world's longest electric highway in a single state. With 31 fast charging locations across Queensland, the QESH connects electric vehicle motorists from Coolangatta to Port Douglas and from Brisbane to Toowoomba. Building on this success, the government is investing \$2.8 million to roll out QESH Phase 3, extending and providing more accessible charging infrastructure to Queenslanders and tourists
- continuing various Queensland and Australian government funded grants programs, such as the Urban Congestion Fund, Roads of Strategic Importance and Beams Roads (Carseldine) level crossing.

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

Staffing¹

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
Transport system Investment, Planning and Programming	627	627	627
Transport Infrastructure Management and Delivery	2,377	2,375	2,396 ²
Transport Safety and Regulation	652	652	652
Customer Experience	2,092	2,092	2,092
Passenger Transport Services	485	485	476 ³
Total FTEs	6,233	6,231	6,243

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. Increase in FTEs relates to the re-alignment of FTEs to project delivery.
3. Decrease in FTEs relates to the conclusion of the Personalised Transport Reform program.

Capital program

A key component of the Department of Transport and Main Roads' role involves major capital investment and programming. Some highlights of the Department of Transport and Main Roads' capital program in 2021–22 are:

- continued construction activities under the Queensland and Australian Government funded program to upgrade the Bruce Highway (2013–14 to 2027–28), with projects to commence or continue in 2021–22 including:
 - \$1 billion Bruce Highway (Cooroy – Curra) (Section D) upgrade between Woondum and Curra
 - \$932.2 million Caloundra Road to Sunshine Motorway project
 - \$662.5 million Caboolture-Bribie Island Road interchange to Steve Irwin Way upgrade
 - \$514.3 million Haughton River Floodplain project
 - \$481 million Cairns Southern Access Corridor Stage 3 between Edmonton and Gordonvale
 - \$301.3 million Maroochydore Road interchange upgrade
 - \$230 million Townsville Ring Road (Stage 5)
- progressing Queensland and Australian Government funded upgrades on the M1 Pacific Motorway, including:
 - \$1 billion Varsity Lakes to Tugun project
 - \$750 million Eight Mile Plains to Daisy Hill project
- progressing the \$1.53 billion Queensland and Australian Government funded Coomera Connector (Stage 1) between Coomera and Nerang
- continued delivery of the \$550.8 million Queensland and Australian Government funded North Coast Line – Beerburrum to Nambour Rail Upgrade (Stage 1) Project
- progressing the \$244 million Centenary Bridge Upgrade.

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

	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
Capital purchases	3,178,090	3,582,414	3,729,233
Capital grants	341,611	335,730	476,397
Total capital outlays	3,519,701	3,918,144	4,205,630

Further information about the Department of Transport and Main Roads' capital outlays can be found in Budget Paper 3: *Capital Statement*.

Performance statements

Transport System Investment Planning and Programming

Service area objective

To provide policy, planning and investment frameworks to deliver an integrated transport network accessible to everyone.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
Effectiveness measures			
Road system condition (the percentage of urban and rural state-controlled roads with condition better than the specified benchmark):			
• Urban	97-99%	98.3%	97-99%
• Rural	95-97%	96.1%	95-97%
Road ride quality – Traffic weighted roughness (percentage of the network in very poor/poor condition)	11.0-12.0%	11.4%	11.0-12.0%
Efficiency measure			
Administrative cost to plan, develop and manage the Queensland Transport and Roads Investment Program (QTRIP) as a percentage of the overall value of the program ¹	1.0%	0.35%	1.0%

Note:

1. The 2020–21 Estimated Actual result of below one per cent is considered on target for how efficiently the QTRIP is being developed and managed. This has been achieved by managing administration costs through efficiencies and savings. The 2021–22 Target/Estimate remains at one per cent for consistent measuring and reporting annually, recognising that the total value of QTRIP fluctuates year on year dependent on government commitments.

Transport Infrastructure Management and Delivery

Service area objective

To construct, maintain and operate an integrated transport network accessible to all.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
Service: Transport Infrastructure Management			
Effectiveness measures			
South East Queensland road network efficiency – Average travel time (minutes) per 10km:			
• AM peak	9.5 mins	9.0 mins	9.5 mins
• Off peak	9.2 mins	9.0 mins	9.2 mins
• PM peak	10.0 mins	9.9 mins	10.0 mins
South East Queensland road network reliability – Percentage of the road network with reliable travel times:			
• AM peak	86%	87%	86%
• Off peak	90%	89%	90%
• PM peak	79%	79%	79%
South East Queensland road network productivity – Percentage of the road network with good productivity:			
• AM peak	75%	76%	75%
• Off peak	75%	76%	75%
• PM peak	71%	72%	71%
South East Queensland arterial intersection performance – Percentage of intersections congested less than 20 minutes per hour:			
• AM peak	87%	90%	87%
• Off peak	91%	91%	91%
• PM peak	81%	82%	81%
Efficiency measure			
Administration/staff costs of operating and delivering the department's Road Operations Program as a percentage of the total value of the Road Operations Program (including operations, maintenance, and projects) ¹	12.5%	15%	12.5%
Service: Transport Infrastructure Delivery			
Effectiveness measure			
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a contributing factor	0.05	0.05	0.05
Efficiency measure			
Administration costs of managing and delivering the QTRIP as a percentage of the current financial year QTRIP allocation ²	<5.1%	3.0%	<5.1%

Notes:

1. The 2020–21 Estimated Actual is higher than the 2020–21 Target/Estimate due to additional internal staff effort required in preparing for the rollout of network-wide road operations treatments and maintenance.
2. The 2020–21 Estimated Actual was below the 2020–21 Target/Estimate due to relatively stable administrative costs being maintained, compared to an increase in QTRIP.

Transport Safety and Regulation

Service area objective

To enhance the safety of the transport system through quality regulation, road and maritime safety programs.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
Effectiveness measures			
Fatalities per 100,000 population on state-controlled roads ¹	2.60	3.80	2.60
Road fatalities per 100,000 population ¹	4.30	5.90	4.30
Hospitalised road casualties per 100,000 population ¹	110	130	110
Marine fatalities per 100,000 registered vessels regulated in Queensland ²	3.51	7.09	6.06
Percentage of vessel movements without serious incidents:			
• Pilotage areas	100%	100%	100%
• Reef/VTs area	100%	100%	100%
Efficiency measure			
Direct operational cost of Vessel Traffic Services per monitored vessel movement ³	\$509	\$627	\$620

Notes:

1. Variances between 2020–21 Target/Estimates and 2020–21 Estimated Actuals are based on a number of societal influences that can vary throughout the year resulting in changes in numbers of road crashes.
2. The 2020–21 Estimated Actual reflects an increase as there were 15 marine fatalities relating to registered vessels regulated in Queensland over the 3 quarters to 31 March 2021. Over the past 18 months the observed number of fatalities has been consistently above the quarterly averages of previous years, and the 2021–22 Target/Estimate has been increased to reflect this trend. While this trend is recognised, safety is paramount to Maritime Safety Queensland (MSQ), and the increase is concerning. MSQ continues to refine compliance and education strategies and has taken action to address the increase by refocusing resources. MSQ has increased the number of audits on BoatSafe Organisations and providers to ensure effective training and testing of new skippers, as well as undertaking education, compliance and enforcement campaigns, including issuing of Marine Infringement Notices, warning and directions. A Maritime Enforcement Team is now a permanent initiative consisting of specially recruited and trained officers who work across Queensland's waterways in response to safety concerns.
3. The variance between the 2020–21 Target/Estimate, the 2020–21 Estimated Actual and the 2021–22 Target/Estimate can be attributed to a reduction in vessel movements largely due to COVID-19 and the additional costs associated with the new Vessel Traffic Services solution.

Customer Experience

Service area objective

To understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
Effectiveness measures			
Overall customer satisfaction with transactional services (on a scale of 1 to 10)	8.0	8.2	8.0
Customer experience ratings of passenger transport service by type (on a scale of 1 to 5):			
• South East Queensland bus	≥ 3.5	4.2	≥ 3.5
• South East Queensland rail	≥ 3.5	4.2	≥ 3.5
• South East Queensland ferry	≥ 3.5	4.4	≥ 3.5
• South East Queensland tram	≥ 3.5	4.4	≥ 3.5
• Regional urban bus	≥ 3.5	4.2	≥ 3.5
Customer service complaints in South East Queensland per 10,000 trips	< 3.0	2.1	< 3.0
Efficiency measures			
Average unit cost per transaction in a Customer Service Centre	\$20.62	\$20.62	\$21.14
Average cost per customer enquiry – TransLink Contact Centre ¹	\$6.77	\$6.12	\$5.97

Note:

- The variance between 2020–21 Target/Estimate and 2020–21 Estimated Actual figure is attributable to changes to call volumes due to COVID-19 impacts on public transport patronage and associated temporary adjustments to contact centre payments for part of the financial year. The decrease in the 2021–22 Target/Estimate is attributable to increased public transport patronage as customers return to the network following the relaxation of COVID-19 restrictions which will result in an increase in calls and subsequently reduce the average cost per call, and the removal of temporary adjustments to contact centre payments implemented for part of 2020–21.

Passenger Transport Services

Service area objective

To connect Queensland through the delivery of customer focused passenger transport services.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
Effectiveness measures			
Patronage on government contracted services (millions):			
South East Queensland: ^{1,2}	120.60	121.95	154.76
• Bus	79.13	79.30	98.89
• Rail	31.88	32.66	43.08
• Tram	5.68	6.04	8.01
• Ferry	3.91	3.95	4.78
Rest of Queensland: ^{3,4}	11.16	11.30	11.51
• Regional air	0.09	0.10	0.13
• Long distance bus	0.06	0.06	0.06
• Regional urban bus	9.20	9.10	9.20
• Traveltrain	0.11	0.19	0.22
• Regional ferry	1.70	1.85	1.90
Average on-time running performance in peak times – Citytrain	95.0%	95.0%	95.0%
Scheduled services delivered – Citytrain	99.5%	99.5%	99.5%
Efficiency measure			
Cost per passenger trip to administer statewide government contracted passenger transport services ⁵	\$22.45	\$22.65	\$18.33

Notes:

1. The 2020–21 Estimated Actual of South East Queensland patronage is estimated to be 1.35 million trips higher than the 2020–21 Target/Estimate. While all modes continue to be impacted by COVID-19, the return to public transport is above the expected target as patrons' confidence in the network begins to return following low COVID-19 case numbers in South East Queensland.
2. The South East Queensland patronage 2021–22 Target/Estimate is 32.81 million trips more than the 2020–21 Estimated Actual. The increase in patronage will continue into 2021–22 as vaccines are rolled out and the recovery from COVID-19 continues.
3. The variance between the 2020–21 Target/Estimates and 2020–21 Estimated Actual can be attributed to:
 - regional ferry and regional air services experiencing faster than expected patronage recovery, benefiting from an increase in Queenslanders taking advantage of regional air and ferry services to explore statewide tourism experiences in the absence of international travel opportunities
 - regional urban bus services experiencing slower than expected patronage recovery with contributing factors including concerns about COVID-19 in the move to private transport; economic hardship reducing ability to travel; and the loss of international backpacker tourists.
4. The 2021–22 Target/Estimate figures have been increased in comparison to the 2020–21 Target/Estimates reflecting growing patronage recovery from COVID-19.
5. The reduced 2021–22 Target/Estimate reflects the expected ongoing recovery of passenger numbers associated with patrons' growing confidence in the network following COVID-19.

Budgeted financial statements

Departmental income statement

Controlled income statement

Total revenue is estimated to be \$7.159 billion in 2021–22, an increase of \$423 million from the 2020–21 Estimated Actual. The increase is primarily due to increased funding under the transport service contract with Queensland Rail for cost escalation and for operational readiness to support the Cross River Rail project, increase in fare revenue due to an anticipated uplift in patronage as vaccinations are rolled out, increase in the level of reimbursement from Queensland Reconstruction Authority for expenditure incurred for works related to natural disaster events, increase in funding for grant payments for works undertaken on local government roads as part of various programs such as the Urban Congestion Fund and Roads of Strategic Importance, and increased reimbursement from Queensland Rail for park and ride recoverable works.

Total expenses are estimated to be \$6.931 billion in 2021–22, an increase of \$221 million from the 2020–21 Estimated Actual. The increase is primarily due to increased expenditure under the transport service contract with Queensland Rail for cost escalation and for operational readiness to support the Cross River Rail project, additional expenditure under grants programs for the Urban Congestion Fund, Roads of Strategic Importance and Beams Road (Carseldine) level crossing and increased employee expenses in line with enterprise bargaining agreements.

Administered income statement

This statement records appropriation revenue received by the department for allocation to administered entities and revenue collected by the department on behalf of the government, for example, revenue from registration fees, Traffic Improvement Fee and fines.

Total revenue in 2021–22 is estimated to be \$3.094 billion, an increase of \$195.1 million from the Estimated Actual in 2020–21. This increase is due to increased appropriation for projects on the Mount Isa rail line to be delivered by Queensland Rail, increased revenue from indexation of, and growth in, fees and charges and from the installation of new speed cameras and cameras that detect mobile phone use and non-wearing of seat belts.

Expenditure matches revenue through payments to administered entities and payments of revenue collected on behalf of government into the Consolidated Fund.

Departmental balance sheet

The value of the department's assets in 2021–22 is estimated to total \$86.389 billion. This is primarily comprised of the value of transport infrastructure (\$79.704 billion) and land (\$5.006 billion). Over the next 3 years it is expected that the value of infrastructure assets will increase by 15 per cent due to continuing investment in the transport system and that the value of land will increase by 6 per cent due to acquisitions for future projects less any land sold that is surplus to requirements.

Total departmental liabilities in 2021–22 are estimated to be \$9.478 billion. This is mainly comprised of payables of \$0.694 billion, finance lease liabilities of \$1.222 billion and service concession liabilities (relating to the grant of a right to the operator (GORTO)) of \$7.037 billion. Total liabilities are anticipated to decrease over the next 3 years to \$8.628 billion. Payables are expected to remain at about the same level over the next 3 years while debt is expected to decrease to \$1.086 billion as debt repayments are made.

Controlled income statement

Department of Transport and Main Roads	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
INCOME			
Appropriation revenue	5,734,294	5,694,014	5,947,975
Taxes
User charges and fees	591,208	589,136	718,632
Royalties and land rents
Grants and other contributions	121,050	111,780	163,893
Interest and distributions from managed funds	1,506	1,261	1,282
Other revenue	267,248	337,909	325,102
Gains on sale/revaluation of assets	2,500	2,500	2,500
Total income	6,717,806	6,736,600	7,159,384
EXPENSES			
Employee expenses	562,201	562,285	582,177
Supplies and services	4,122,425	4,126,499	4,181,746
Grants and subsidies	657,540	635,031	766,490
Depreciation and amortisation	1,205,415	1,239,941	1,255,125
Finance/borrowing costs	118,237	117,983	114,468
Other expenses	25,088	23,035	25,443
Losses on sale/revaluation of assets	11,331	5,742	5,742
Total expenses	6,702,237	6,710,516	6,931,191
OPERATING SURPLUS/(DEFICIT)	15,569	26,084	228,193

Controlled balance sheet

Department of Transport and Main Roads	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
Cash assets	64,605	49,496	62,403
Receivables	155,354	155,354	154,893
Other financial assets
Inventories	4,409	4,409	4,542
Other	27,698	127,932	124,938
Non-financial assets held for sale	2,587	2,587	2,587
Total current assets	254,653	339,778	349,363
NON-CURRENT ASSETS			
Receivables	3,285	3,285	3,285
Other financial assets	5,601	5,601	5,601
Property, plant and equipment	80,182,724	83,487,462	85,879,264
Intangibles	80,233	85,398	90,959
Other	222,240	122,006	60,425
Total non-current assets	80,494,083	83,703,752	86,039,534
TOTAL ASSETS	80,748,736	84,043,530	86,388,897
CURRENT LIABILITIES			
Payables	633,522	633,522	637,665
Accrued employee benefits	63,134	63,134	63,237
Interest bearing liabilities and derivatives	37,611	37,611	41,450
Provisions	209,440	209,440	213,161
Other	250,968	309,758	310,904
Total current liabilities	1,194,675	1,253,465	1,266,417
NON-CURRENT LIABILITIES			
Payables	..	56,334	56,334
Accrued employee benefits
Interest bearing liabilities and derivatives	1,222,037	1,222,037	1,180,838
Provisions	204,332	204,332	152,236
Other	4,898,971	7,037,281	6,821,951
Total non-current liabilities	6,325,340	8,519,984	8,211,359
TOTAL LIABILITIES	7,520,015	9,773,449	9,477,776
NET ASSETS/(LIABILITIES)	73,228,721	74,270,081	76,911,121
EQUITY			
TOTAL EQUITY	73,228,721	74,270,081	76,911,121

Controlled cash flow statement

Department of Transport and Main Roads	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	5,673,004	5,632,724	5,947,975
User charges and fees	652,603	650,531	780,027
Royalties and land rent receipts
Grants and other contributions	116,906	107,636	161,778
Interest and distribution from managed funds received	1,506	1,261	1,282
Taxes
Other	758,517	770,467	757,660
Outflows:			
Employee costs	(562,098)	(562,182)	(582,074)
Supplies and services	(4,762,895)	(4,766,969)	(4,820,948)
Grants and subsidies	(657,540)	(635,031)	(766,490)
Borrowing costs	(118,237)	(117,983)	(114,468)
Other	(87,808)	(29,421)	(88,163)
Net cash provided by or used in operating activities	1,013,958	1,051,033	1,276,579
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	19,850	27,684	20,000
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(3,228,803)	(3,633,127)	(3,665,636)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(3,208,953)	(3,605,443)	(3,645,636)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	3,163,924	3,498,060	3,568,807
Outflows:			
Borrowing redemptions	..	(48,882)	(37,360)
Finance lease payments	(48,882)
Equity withdrawals	(1,144,587)	(1,134,417)	(1,149,483)
Net cash provided by or used in financing activities	1,970,455	2,314,761	2,381,964
Net increase/(decrease) in cash held	(224,540)	(239,649)	12,907
Cash at the beginning of financial year	289,145	289,145	49,496
Cash transfers from restructure
Cash at the end of financial year	64,605	49,496	62,403

Administered income statement

Department of Transport and Main Roads	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
INCOME			
Appropriation revenue	71,899	71,149	109,746
Taxes
User charges and fees	2,587,643	2,632,377	2,720,509
Royalties and land rents
Grants and other contributions
Interest and distributions from managed funds	8	8	50
Other revenue	220,530	195,782	264,102
Gains on sale/revaluation of assets
Total income	2,880,080	2,899,316	3,094,407
EXPENSES			
Employee expenses
Supplies and services
Grants and subsidies	71,899	71,149	109,746
Depreciation and amortisation
Finance/borrowing costs
Other expenses
Losses on sale/revaluation of assets
Transfers of Administered Revenue to Government	2,808,181	2,828,167	2,984,661
Total expenses	2,880,080	2,899,316	3,094,407
OPERATING SURPLUS/(DEFICIT)

Administered balance sheet

Department of Transport and Main Roads	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
Cash assets	21,683	21,683	21,774
Receivables	108,125	108,125	173,042
Other financial assets
Inventories
Other
Non-financial assets held for sale
Total current assets	129,808	129,808	194,816
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	272,090	272,090	272,090
Intangibles
Other
Total non-current assets	272,090	272,090	272,090
TOTAL ASSETS	401,898	401,898	466,906
CURRENT LIABILITIES			
Payables	71,807	71,807	136,631
Transfers to Government payable	51,910	51,910	52,030
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other	5,857	5,857	5,921
Total current liabilities	129,574	129,574	194,582
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	129,574	129,574	194,582
NET ASSETS/(LIABILITIES)	272,324	272,324	272,324
EQUITY			
TOTAL EQUITY	272,324	272,324	272,324

Administered cash flow statement

Department of Transport and Main Roads	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	41,621	40,871	44,930
User charges and fees	2,590,106	2,634,840	2,722,972
Royalties and land rent receipts
Grants and other contributions
Interest and distribution from managed funds received	8	8	50
Taxes
Other	220,510	195,762	264,082
Outflows:			
Employee costs
Supplies and services	20	20	20
Grants and subsidies	(41,621)	(40,871)	(44,930)
Borrowing costs
Other	(2,492)	(2,492)	(2,492)
Transfers to Government	(2,808,061)	(2,828,047)	(2,984,541)
Net cash provided by or used in operating activities	91	91	91
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	547,318	138,292	1,544,448
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals	(562,318)	(153,292)	(1,544,448)
Net cash provided by or used in financing activities	(15,000)	(15,000)	..
Net increase/(decrease) in cash held	(14,909)	(14,909)	91
Cash at the beginning of financial year	36,592	36,592	21,683
Cash transfers from restructure
Cash at the end of financial year	21,683	21,683	21,774

Reporting Entity Financial Statements

Reporting Entity comprises:

- Department of Transport and Main Roads (excluding Administered)
- RoadTek

Reporting entity income statement

Department of Transport and Main Roads	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
INCOME			
Appropriation revenue	5,734,294	5,694,014	5,947,975
Taxes
User charges and fees	589,501	583,894	712,216
Royalties and land rents
Grants and other contributions	121,050	111,780	163,893
Interest and distributions from managed funds	92	77	78
Other revenue	254,561	319,575	312,974
Gains on sale/revaluation of assets	3,488	4,140	3,730
Total income	6,702,986	6,713,480	7,140,866
EXPENSES			
Employee expenses	703,006	709,656	736,446
Supplies and services	3,947,098	3,927,339	3,984,394
Grants and subsidies	657,540	635,031	766,490
Depreciation and amortisation	1,214,881	1,248,907	1,264,448
Finance/borrowing costs	117,943	117,943	114,414
Other expenses	26,316	24,660	27,271
Losses on sale/revaluation of assets	11,716	6,224	6,134
Total expenses	6,678,500	6,669,760	6,899,597
Income tax expense/revenue	6,054	10,627	7,313
OPERATING SURPLUS/(DEFICIT)	18,432	33,093	233,956

Reporting entity balance sheet

Department of Transport and Main Roads	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
Cash assets	112,132	101,918	112,282
Receivables	135,610	141,829	140,636
Other financial assets
Inventories	7,332	14,201	14,798
Other	28,497	128,731	125,737
Non-financial assets held for sale	2,587	2,587	2,587
Total current assets	286,158	389,266	396,040
NON-CURRENT ASSETS			
Receivables	3,285	3,285	3,285
Other financial assets	5,601	5,601	5,601
Property, plant and equipment	80,242,808	83,551,046	85,953,625
Deferred tax assets	5,556	5,556	5,171
Intangibles	80,233	85,398	90,959
Other	222,240	122,006	60,425
Total non-current assets	80,559,723	83,772,892	86,119,066
TOTAL ASSETS	80,845,881	84,162,158	86,515,106
CURRENT LIABILITIES			
Payables	542,184	556,470	563,110
Current tax liabilities	(178)	2,873	2,194
Accrued employee benefits	73,081	73,081	73,184
Interest bearing liabilities and derivatives	37,634	37,634	41,473
Provisions	209,440	209,440	213,161
Other	251,372	310,162	311,308
Total current liabilities	1,113,533	1,189,660	1,204,430
NON-CURRENT LIABILITIES			
Payables	..	56,334	56,334
Deferred tax liabilities
Accrued employee benefits
Interest bearing liabilities and derivatives	1,222,037	1,222,037	1,180,838
Provisions	204,332	204,332	152,236
Other	4,898,971	7,037,281	6,821,951
Total non-current liabilities	6,325,340	8,519,984	8,211,359
TOTAL LIABILITIES	7,438,873	9,709,644	9,415,789
NET ASSETS/(LIABILITIES)	73,407,008	74,452,514	77,099,317
EQUITY			
TOTAL EQUITY	73,407,008	74,452,514	77,099,317

Reporting entity cash flow statement

Department of Transport and Main Roads	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	5,673,004	5,632,724	5,947,975
User charges and fees	656,524	651,530	778,909
Royalties and land rent receipts
Grants and other contributions	116,906	107,636	161,778
Interest and distribution from managed funds received	92	77	78
Taxes
Other	775,830	781,935	775,532
Outflows:			
Employee costs	(702,903)	(709,553)	(736,343)
Supplies and services	(4,619,636)	(4,599,094)	(4,656,089)
Grants and subsidies	(657,540)	(635,031)	(766,490)
Borrowing costs	(117,943)	(117,943)	(114,414)
Taxation equivalents paid	(6,320)	(7,842)	(7,607)
Other	(89,036)	(31,046)	(89,991)
Net cash provided by or used in operating activities	1,028,978	1,073,393	1,293,338
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	20,403	32,792	24,788
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(3,245,893)	(3,657,217)	(3,689,726)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(3,225,490)	(3,624,425)	(3,664,938)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	3,163,924	3,498,060	3,568,807
Outflows:			
Borrowing redemptions	..	(48,882)	(37,360)
Finance lease payments	(48,882)
Equity withdrawals	(1,144,587)	(1,134,417)	(1,149,483)
Dividends paid
Net cash provided by or used in financing activities	1,970,455	2,314,761	2,381,964
Net increase/(decrease) in cash held	(226,057)	(236,271)	10,364
Cash at the beginning of financial year	338,189	338,189	101,918
Cash transfers from restructure
Cash at the end of financial year	112,132	101,918	112,282

Commercialised business unit

RoadTek

Overview

RoadTek continues to work towards its vision of being a valued partner delivering transport infrastructure solutions for Queensland.

RoadTek's purpose is to enable the Department of Transport and Main Roads to deliver community outcomes and provide end to end management of transport solutions through integrated business streams including civil construction and maintenance, structures, electrical, intelligent transport systems and line marking, supported by an internal construction fleet.

Contribution to the Government's Objectives for the Community

The service area within RoadTek 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 jobsBacking small businessBuilding QueenslandGrowing our regionsProtecting the environment	<p>Deliver key elements of the Department of Transport and Main Road's infrastructure program as well as other selected priority works for local governments and other state agencies</p> <p>Specialise in the delivery of technically difficult and hard to scope projects</p> <p>Maintain a local workforce that is well equipped and capable of providing on-the-ground support to communities in times of need (incidents, emergencies and disruptive events)</p> <p>Partner with regional and Indigenous communities to enhance training, development, employment as well as enabling local opportunities for businesses</p>	<p>Transport Infrastructure Construction and Maintenance</p> <p>To provide transport infrastructure solutions, including construction and maintenance services, to enable the department to deliver on Queensland Government priorities and outcomes for the community</p>

Key deliverables

In 2021–22, RoadTek will:

- deliver new statewide programs including linemarking, structures inspections and servicing light emitting diode and NextGen traffic controllers
- deliver selected priority works for local governments and other state agencies
- continue to partner with regional and Indigenous communities to enhance training, development, and employment as well as enabling local opportunities for businesses
- focus on the future of our products, services and capability to enable a responsive RoadTek.

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
Transport Infrastructure Construction and Maintenance	1,279	1,281	1,269 ¹
Total FTEs	1,279	1,281	1,269

Note:

1. Decrease in FTEs is due to the return of temporarily transferred FTEs from Transport Infrastructure Management and Delivery to deliver services under the South East Queensland responsive maintenance contract.

Performance statement

Transport Infrastructure Construction and Maintenance

Service area objective

To provide transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Queensland Government priorities and outcomes for the community.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
Effectiveness measures			
Lost Time Injury Frequency Rate ¹	<10	12.7	<12.1
Customers' and stakeholders' value of RoadTek (on a scale of 1 to 5) ²	>4	4.7	>4
Efficiency measures			
Long term debt / equity	10.9%	10.4%	10.1%
Long term debt / total assets	7.7%	7.8%	7.5%
Return on equity ^{3,4}	8.1%	13.6%	9.1%
Return on revenue (after tax) ³	2.5%	3.7%	2.5%
Profit margin (earnings before income tax / user charges) ³	3.5%	4.9%	3.5%

Notes:

1. The variance between the 2020–21 Estimated Actual and the 2020–21 Target/Estimate is due to RoadTek recording a small number of incidents resulting in long-term injury to employees during this financial year. The 2021–22 Target/Estimate has been revised to align with mean industry performance and is based on Safe Work Australia's published industry benchmark for Heavy and Civil Engineering Construction as of 3 February 2021.
2. The positive variance of the 2020–21 Estimated Actual result, currently at 4.71, indicates strong customer/stakeholder satisfaction.
3. The 2020–21 Estimated Actuals shows improved results against 2020–21 Target/Estimates due to the additional works program, particularly the pandemic-related Australian and Queensland Government economic stimulus packages.
4. The increased profit margin from 2020–21 will flow into a higher return on equity position therefore the 2021–22 Target/Estimate has been increased.

Income statement

RoadTek	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
INCOME			
User charges and fees	572,254	722,564	686,321
Grants and other contributions
Interest and distributions from managed funds	294	40	54
Other revenue	784	1,019	861
Gains on sale/revaluation of assets	988	1,640	1,230
Total income	574,320	725,263	688,466
EXPENSES			
Employee expenses	140,805	147,371	154,269
Supplies and services	398,634	528,646	495,385
Grants and subsidies
Depreciation and amortisation	9,466	8,966	9,323
Finance/borrowing costs	1,414	1,184	1,204
Other expenses	3,433	3,189	3,514
Losses on sale/revaluation of assets	385	482	392
Total expenses	554,137	689,838	664,087
Income tax expense/revenue	6,054	10,627	7,313
OPERATING SURPLUS/(DEFICIT)	14,129	24,798	17,066

Balance sheet

RoadTek	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
Cash assets	47,527	52,422	49,879
Receivables	63,226	62,811	62,169
Other financial assets
Inventories	60,320	60,235	60,699
Other	799	799	799
Non-financial assets held for sale
Total current assets	171,872	176,267	173,546
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	60,084	63,584	74,361
Deferred tax assets	5,556	5,556	5,171
Intangibles
Other
Total non-current assets	65,640	69,140	79,532
TOTAL ASSETS	237,512	245,407	253,078
CURRENT LIABILITIES			
Payables	30,029	30,727	33,314
Current tax liabilities	(178)	2,873	2,194
Accrued employee benefits	9,947	9,947	9,947
Interest bearing liabilities and derivatives	19,023	19,023	19,023
Provisions
Other	404	404	404
Total current liabilities	59,225	62,974	64,882
NON-CURRENT LIABILITIES			
Payables
Deferred tax liabilities
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	59,225	62,974	64,882
NET ASSETS/(LIABILITIES)	178,287	182,433	188,196
EQUITY			
TOTAL EQUITY	178,287	182,433	188,196

Cash flow statement

RoadTek	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	577,792	728,715	691,529
Grants and other contributions
Interest and distribution from managed funds received	294	40	54
Other	30,784	30,821	30,861
Outflows:			
Employee costs	(140,805)	(147,371)	(154,269)
Supplies and services	(430,702)	(559,931)	(527,878)
Grants and subsidies
Borrowing costs	(1,414)	(1,184)	(1,204)
Taxation equivalents paid	(6,320)	(7,842)	(7,607)
Other	(3,433)	(3,189)	(3,514)
Net cash provided by or used in operating activities	26,196	40,059	27,972
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	553	5,108	4,788
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(17,000)	(24,000)	(24,000)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(16,447)	(18,892)	(19,212)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Dividends paid	(11,266)	(17,789)	(11,303)
Net cash provided by or used in financing activities	(11,266)	(17,789)	(11,303)
Net increase/(decrease) in cash held	(1,517)	3,378	(2,543)
Cash at the beginning of financial year	49,044	49,044	52,422
Cash transfers from restructure
Cash at the end of financial year	47,527	52,422	49,879

Statutory bodies

Gold Coast Waterways Authority

Overview

The Gold Coast Waterways Authority's (the Authority) vision is to sustain, enhance and promote the waterways to showcase this wonderful asset to our community and visitors. The Authority's purpose is to provide the best possible management of the Gold Coast waterways at a reasonable cost to the community and government while keeping regulation to a minimum.

Contribution to the Government's Objectives for the Community

The service area within the Authority 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 jobsBuilding QueenslandGrowing our regionsProtecting the environment	<p>Promote the safe, sustainable, and efficient use and enjoyment of Gold Coast waterways</p> <p>Improve access to Gold Coast waterways through investments that balance diversity of use with consideration to the protection of environmental values</p> <p>Provide localised decision-making that is guided by genuine community engagement</p> <p>Take an innovative approach to the long-term sustainable management of Gold Coast waterways to ensure resilience</p>	<p>Management of and access to the Gold Coast waterways</p> <p>To provide better management of, and access to, the Gold Coast waterways</p>

Key deliverables

In 2021–22, the Authority will:

- maintain and improve boating infrastructure including Cabbage Tree Point boat ramp upgrade and Tiplers and Proud Park pontoon replacements
- deliver new projects as part of the Spit Works Program including improvements to Marine Stadium infrastructure (in conjunction with Department of State Development, Infrastructure, Local Government and Planning)
- keep navigation channels accessible through dredging the Gold Coast Seaway and the North and South Channels.

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
Management of and access to the Gold Coast waterways	35	35	36
Total FTEs	35	35	36

Performance statement

Management of and access to the Gold Coast waterways

Service area objective

To provide better management of, and access to, the Gold Coast waterways.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
Effectiveness measures			
Percentage of customer enquiries relating to the better management of and access to the waterways are responded to within customer service standards	92%	95%	93%
Percentage of community's overall satisfaction with Gold Coast Waterways Authority's implementation of the 10-year Waterways Management Strategy ¹	80%	60%	80%
Efficiency measures			
Cost per cubic metre of operating the Gold Coast Sand Bypass System	\$1.82	\$1.81	\$1.82
Average annual cost to manage and maintain each navigation aid in the Gold Coast waterways	\$344	\$347	\$350

Note:

1. The variance of the 2020–21 Estimated Actual is due to impact of COVID-19 restrictions and policy responses, which limited the Authority's planned community and stakeholder engagement activities.

Income statement

Gold Coast Waterways Authority	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
INCOME			
Taxes
User charges and fees	14,386	14,389	17,927
Grants and other contributions	9,615	9,615	6,284
Interest and distributions from managed funds	120	115	120
Other revenue	..	2	..
Gains on sale/revaluation of assets
Total income	24,121	24,121	24,331
EXPENSES			
Employee expenses	4,006	3,778	4,054
Supplies and services	5,545	5,988	11,917
Grants and subsidies	5	5	5
Depreciation and amortisation	4,512	4,512	4,482
Finance/borrowing costs
Other expenses	1,188	1,248	1,218
Losses on sale/revaluation of assets
Total expenses	15,256	15,531	21,676
OPERATING SURPLUS/(DEFICIT)	8,865	8,590	2,655

Balance sheet

Gold Coast Waterways Authority	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
Cash assets	5,636	8,811	5,293
Receivables	301	301	301
Other financial assets
Inventories	163	163	163
Other
Non-financial assets held for sale
Total current assets	6,100	9,275	5,757
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	208,158	204,708	210,943
Intangibles	718	718	656
Other
Total non-current assets	208,876	205,426	211,599
TOTAL ASSETS	214,976	214,701	217,356
CURRENT LIABILITIES			
Payables	1,251	1,251	1,251
Accrued employee benefits	322	322	322
Interest bearing liabilities and derivatives
Provisions
Other	59	59	59
Total current liabilities	1,632	1,632	1,632
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	1,632	1,632	1,632
NET ASSETS/(LIABILITIES)	213,344	213,069	215,724
EQUITY			
TOTAL EQUITY	213,344	213,069	215,724

Cash flow statement

Gold Coast Waterways 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	14,386	14,389	17,927
Grants and other contributions	9,615	9,615	6,284
Interest and distribution from managed funds received	120	115	120
Taxes
Other	..	2	..
Outflows:			
Employee costs	(4,006)	(3,778)	(4,054)
Supplies and services	(5,545)	(5,988)	(11,917)
Grants and subsidies	(5)	(5)	(5)
Borrowing costs
Other	(1,188)	(1,248)	(1,218)
Net cash provided by or used in operating activities	13,377	13,102	7,137
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(15,865)	(12,415)	(10,655)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(15,865)	(12,415)	(10,655)
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	(2,488)	687	(3,518)
Cash at the beginning of financial year	8,124	8,124	8,811
Cash transfers from restructure
Cash at the end of financial year	5,636	8,811	5,293

Cross River Rail Delivery Authority

Overview

The Cross River Rail Delivery Authority's purpose is to deliver economic development and transport outcomes that maximise benefits for Queenslanders.

Contribution to the Government's Objectives for the Community

The service area within the Cross River Rail Delivery Authority 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 Building Queensland Investing in skills Protecting the environment 	<p>Deliver and facilitate transformational transport infrastructure development</p> <p>Optimise economic and social development opportunities</p> <p>Operate commercially while maintaining strong relationships across industry sectors and government agencies</p>	<p>Procurement, development and delivery of Cross River Rail</p> <p>To lead the procurement, development and delivery of the Cross River Rail project and identify opportunities and options for economic and community development</p>

Key deliverables

In 2021–22, the Cross River Rail Delivery Authority will:

- manage the compliance of the major contractors in their execution of contracts for Tunnel, Stations and Development; Rail, Integration and Systems; and the European Train Control System, particularly in relation to:
 - workplace health and safety, to ensure the highest safety levels are maintained across each of the project's worksites
 - maintaining the high percentage of local subcontractor and suppliers to benefit from Cross River Rail
 - achieving the project's commitment of 450 trainee and apprentice opportunities over the life of the project
- complete the twin underground tunnel excavations with the project's 2 tunnel boring machines, which will travel from Woolloongabba, under the Brisbane River and CBD, and finish at the northern portal site at Normanby in late 2021
- commence the rolling program of significant upgrade works at the 6 stations from Fairfield station to Salisbury station
- manage the Expressions of Interest and Requests for Proposal phases for the 3 Gold Coast stations at Merrimac, Helensvale North (Hope Island) and Pimpama, to be delivered as part of the Cross River Rail project.

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
Procurement, development and delivery of Cross River Rail	202	196	199
Total FTEs	202	196	199

Performance statement

Procurement, development and delivery of Cross River Rail¹

Service area objective

To lead the procurement, development and delivery of the Cross River Rail project and identify opportunities and options for economic and community development.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
Effectiveness measure			
Percentage of Cross River Rail construction works completed within the required timeframe	100%	100%	100%
Efficiency measure			
Administration cost to plan and manage Cross River Rail Project and precinct development as a percentage of the overall whole of project costs ²	<5.0%	1.8%	1.5%

Notes:

1. The name of this service area has changed and was previously named 'Cross River Rail Delivery Authority' in the 2020–21 *Service Delivery Statements*. 'Procurement, development and delivery of Cross River Rail' clearly and succinctly expresses the core function of the service area.
2. The 2020–21 Estimated Actual has been achieved by managing administration costs through efficiencies and savings.

Income statement

Cross River Rail Delivery Authority	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
INCOME			
Taxes
User charges and fees	399,702	278,017	475,832
Grants and other contributions	82,981	88,211	73,667
Interest and distributions from managed funds
Other revenue
Gains on sale/revaluation of assets
Total income	482,683	366,228	549,499
EXPENSES			
Employee expenses	9,558	9,007	9,236
Supplies and services	396,548	272,835	468,656
Grants and subsidies
Depreciation and amortisation	103	112	106
Finance/borrowing costs	45,467	53,013	67,152
Other expenses	136	390	169
Losses on sale/revaluation of assets	30,871	30,871	4,180
Total expenses	482,683	366,228	549,499
OPERATING SURPLUS/(DEFICIT)

Balance sheet

Cross River Rail Delivery Authority	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
Cash assets	114,340	62,458	46,120
Receivables	78,818	135,837	192,034
Other financial assets
Inventories
Other	6,563	6,563	6,563
Non-financial assets held for sale
Total current assets	199,721	204,858	244,717
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	3,510,019	3,376,848	4,887,488
Intangibles
Other	22,543	22,543	15,992
Total non-current assets	3,532,562	3,399,391	4,903,480
TOTAL ASSETS	3,732,283	3,604,249	5,148,197
CURRENT LIABILITIES			
Payables	66,292	62,085	27,936
Accrued employee benefits	987	976	1,037
Interest bearing liabilities and derivatives	2,306	2,030	2,052
Provisions
Other
Total current liabilities	69,585	65,091	31,025
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	1,966,031	2,191,876	2,280,442
Provisions
Other
Total non-current liabilities	1,966,031	2,191,876	2,280,442
TOTAL LIABILITIES	2,035,616	2,256,967	2,311,467
NET ASSETS/(LIABILITIES)	1,696,667	1,347,282	2,836,730
EQUITY			
TOTAL EQUITY	1,696,667	1,347,282	2,836,730

Cash flow statement

Cross River Rail Delivery 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	399,702	278,017	475,832
Grants and other contributions	37,514	35,198	6,515
Interest and distribution from managed funds received
Taxes
Other	149,102	59,020	137,761
Outflows:			
Employee costs	(10,087)	(9,547)	(9,177)
Supplies and services	(506,905)	(346,654)	(594,755)
Grants and subsidies
Borrowing costs
Other	(369)	(623)	(155)
Net cash provided by or used in operating activities	68,957	15,411	16,021
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(530,191)	(333,172)	(462,790)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(530,191)	(333,172)	(462,790)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	631,146	281,761	1,489,448
Outflows:			
Borrowing redemptions	(193,435)	(39,405)	(1,059,017)
Finance lease payments
Equity withdrawals
Net cash provided by or used in financing activities	437,711	242,356	430,431
Net increase/(decrease) in cash held	(23,523)	(75,405)	(16,338)
Cash at the beginning of financial year	137,863	137,863	62,458
Cash transfers from restructure
Cash at the end of financial year	114,340	62,458	46,120

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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