

SERVICE DELIVERY STATEMENTS

Queensland Police Service
Public Safety Business Agency

2021–22 Queensland Budget Papers

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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

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Queensland Police Service

Portfolio overview

**Minister for Police and Corrective Services and
Minister for Fire and Emergency Services**

The Honourable Mark Ryan MP

Queensland Police Service

Commissioner: Katarina Carroll APM

Additional information about this agency can be sourced from: www.police.qld.gov.au

Queensland Police Service

Overview

The purpose of the Queensland Police Service (QPS) is to work with the community and stakeholders to prevent, disrupt, respond and investigate crime to achieve our vision of making Queensland the safest state.

The disestablishment of the Public Safety Business Agency as of 1 July 2021 will transfer the Public Safety Business Agency's capital program, corporate, and air service functions to the QPS.

Contribution to the Government's Objectives for the Community

The service area within the QPS contributes 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• Backing our frontline services	<p>Our community – Together with our community build a safer Queensland</p> <p>Our relationship – Create a safer community and provide better services through connected and engaged relationships</p> <p>Our commitment – Embrace new ideas and innovation to strengthen our capability to prevent, disrupt, respond and investigate crime and deliver safe and secure communities</p>	<p>Police Services</p> <p>To keep Queensland safe by working with the community and our partners to prevent, disrupt, respond and investigate crime and eliminate road trauma.</p>

Budget highlights

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

- supporting the public health response to the declared disaster situation and public health emergency for COVID-19 to protect the community from the spread of COVID-19 and ensure the safety of all Queenslanders
- focusing on road safety activities including the effective enforcement of safe speeds and driver behaviour, including hooning, to reduce road trauma
- trialling metal detecting wands in the Surfers Paradise and Broadbeach Safe Night Precincts to target knife crime
- continuing the highly successful Project Booyah program, a QPS-led collaborative and transformative early intervention program for disconnected and/or at risk young people
- continuing and expanding initiatives under the Youth Justice Five Point Plan to target serious recidivist young offenders on bail
- implementing the Prevention Together Framework and Strategy to collectively build a community culture of prevention and harm minimisation
- standing up the new Domestic, Family Violence and Vulnerable Persons Command and continuing to support both the implementation of the Domestic and Family Violence Prevention Strategy 2016–2026 and the Women's Safety and Justice Taskforce which is examining coercive control and women's experiences in the criminal justice system
- continuing the roll out of 25 Mobile Police Beats to deliver a highly visible police presence and enable police to swiftly respond when and where they are needed.

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 the 30 June in the respective years.

Service Area	2020–21 Adjusted Budget	2020–21 Est. Actual	2021–22 Budget
Police Services ^{1,2}	15,956	15,956	17,031
Total FTEs	15,956	15,956	17,031

Notes:

1. The 2020–21 Adjusted Budget and 2020–21 Estimated Actual reflects Queensland Government Air staff transferred from the Public Safety Business Agency to the QPS during 2020–21.
2. The increase in the 2021–22 Budget includes staff transferred following the disestablishment of the Public Safety Business Agency on 1 July 2021 (under an interim agreement, which is subject to change upon final agreement) and the government's 2,025 police personnel commitment.

Capital program

The 2021–22 QPS capital program of \$156.1 million supports quality frontline services throughout Queensland. The program will fund police facilities, motor vehicles, vessels and information and communication technology and other essential equipment.

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

	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
Capital purchases	152.317	148.235	156.057
Total capital outlays	152.317	148.235	156.057

Further information about the QPS capital outlays can be found in Budget Paper 3: *Capital Statement*.

Performance statements

Police Services

Service area objective

To keep Queensland safe by working with the community and our partners to prevent, disrupt, respond and investigate crime and eliminate road trauma.

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
Effectiveness measures			
Percentage of personal safety offences cleared within 30 days:			
• Homicide (murder and other homicide)	70-83%	88.7%	70-83%
• Assault	54-63%	52.8%	54-63%
• Sexual assault	48-57%	45.5%	48-57%
• Robbery	57-62%	64.9%	57-62%
• Total personal safety ¹	54-61%	51.7%	54-61%
Percentage of property security offences cleared within 30 days:			
• Unlawful entry	18-21%	21.8%	18-21%
• Other property damage	25-27%	28.6%	25-27%
• Motor vehicle theft	36-39%	42.4%	36-39%
• Other theft (excluding unlawful entry)	26-28%	29.9%	26-28%
• Total property security	28-30%	30.3%	28-30%
Percentage of good order offences cleared within 30 days	80-85%	79.0%	80-85%
Rate of crime victimisation per 1,000 population:			
• Total property offences	<42.9	40.6	<42.3
• Total personal offences	<6.4	7.3	<6.3
Proportion of young offenders who have another charged offence within 12 months of an initial finalisation for a proven offence	<70.3%	72%	70%
Percentage of proceedings where young offenders were offered and accepted a diversion option ²	New measure	New measure	≥40%
Percentage of code 1 and code 2 incidents attended within 12 minutes	≥80%	86.6%	≥85%
Public perceptions of safety:			
• Feelings of safety walking alone in neighbourhood during the night	>50%	52.3%	>50%
• Feelings of safety travelling alone on public transport during the night	>25%	29.8%	>25%
Satisfaction of members of the public who had contact with police in the last 12 months ³	>85%	82.4%	>85%
Public satisfaction with police dealing with emergencies and disasters ²	>85%	84.2%	>85%
Perception of police integrity: ³			
• Police perform their job professionally	>85%	87.5%	>85%
• I do have confidence in police	>85%	83.9%	>85%
• Police treat people fairly and equally	>75%	73.1%	>75%
• Police are honest	>75%	73.0%	>75%

Service standards	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
Rate of complaints against police per 100 sworn (operational) staff	<9.8	9.4	<9.8
Road Fatalities per 100,000 population ⁴	4.30	5.90	4.30
Hospitalised road casualties per 100,000 population ⁴	110	130	110
Efficiency measure			
Cost of police services per person ⁵	\$488	\$491	\$494
Discontinued measure			
Percentage of young offenders diverted as a proportion of all young offenders proceeded against by police ²	>60%	55.7%	Discontinued measure

Notes:

1. The 30-day clearance rates for certain person offences (including Total Personal Safety Offences) may be associated with the overall higher rate of victimisation for personal offences more broadly. Change in the proportion of crimes cleared within a set timeframe are subject to a range of influences which are multifaceted and complex (e.g. reporting of historical offences, characteristics of the offences reported or the presence or otherwise of camera footage or witnesses). A definitive explanation of the variance from the Target Estimates is therefore not feasible.
2. The new measure, 'Percentage of proceedings where young offenders were offered and accepted a diversion option' replaces the discontinued measure. It counts police proceedings for each separate occasion on which police initiate a legal action against an offender. The discontinued measure has been removed owing to the Commonwealth Productivity Commission introducing a new definition and counting rules for youth diversions in the annual *Report on Government Services 2021*.
3. For measures of public satisfaction and public perceptions of police integrity and professionalism, Queensland matches or exceeds national averages. The results are likely a mix of local and national factors affecting attitudes to police generally, though the impact of any one factor (or group of factors) on satisfaction with or perceptions of police cannot be confirmed based on available data. Attitudinal data in particular can be influenced in the short term by significantly adverse or highly publicised events. Point-in-time responses can vary from people's true underlying (or longer term) satisfaction with police and general community perceptions.
4. 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. The QPS in partnership with the Department of Transport and Main Roads continues to implement various road safety initiatives and programs aimed at reducing lives lost and hospitalisations.
5. The 2020–21 Estimated Actual is currently above the 2020–21 Target/Estimate mainly as result of COVID-19 impacts, and other commitments and equipment purchases.

Budgeted financial statements

Departmental income statement

The departmental financial statements include the machinery-of-government transfer of Queensland Government Air (QGAir) from the Public Safety Business Agency (PSBA) from 23 April 2021 with an effective financial date of 1 May 2021 and the interim transfer of various corporate functions following the disestablishment of PSBA from 1 July 2021.

Total expenses are estimated to be \$2.7 billion in 2021–22, an increase of \$37.1 million from the 2020–21 Estimated Actual. The increase is mainly due to the interim transfer of various functions following the disestablishment of PSBA, funding for additional police officers, and enterprise bargaining arrangements. The increase is partly offset by 2020–21 COVID-19 related expenses for overtime, allowances and protective equipment and the one-off revaluation decrement of property, plant and equipment in 2020–21.

Total revenue is estimated to be \$2.7 billion in 2021–22, an increase of \$155 million from the 2020–21 Estimated Actual. The increase is mainly due to the machinery-of-government transfer of QGAir from PSBA, the interim transfer of various other functions following the disestablishment of PSBA, funding for additional police officers and enterprise bargaining arrangements. The increase is partly offset by 2020–21 COVID-19 related funding for overtime, allowances and protective equipment.

The operating deficit in 2020–21 of \$117.9 million includes a non-cash revaluation decrement of property, plant and equipment, additional employee costs mainly associated with COVID-19 and additional pandemic impacts. In addition, unavoidable supplies and service costs are estimated to exceed budget.

Departmental balance sheet

The department's major assets in 2021–22 are estimated to be plant and equipment and intangibles (\$1.95 billion), cash (\$39.6 million), and receivables (\$89.1 million). The department's main liabilities relate to accrued employee benefits (\$76.9 million) and payables (\$69.6 million).

Controlled income statement

Queensland Police Service	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
INCOME			
Appropriation revenue	2,215,401	2,241,605	2,496,168
Taxes
User charges and fees	92,202	92,202	166,450
Royalties and land rents
Grants and other contributions	211,524	207,164	32,156
Interest and distributions from managed funds	550	550	550
Other revenue	2,206	2,206	3,414
Gains on sale/revaluation of assets	2,000	2,000	2,000
Total income	2,523,883	2,545,727	2,700,738
EXPENSES			
Employee expenses	1,977,706	2,034,661	2,169,814
Supplies and services	273,074	308,771	372,816
Grants and subsidies	3,915	3,915	6,525
Depreciation and amortisation	88,652	88,652	123,157
Finance/borrowing costs	246	346	264
Other expenses	178,290	173,828	26,162
Losses on sale/revaluation of assets	2,000	53,458	2,000
Total expenses	2,523,883	2,663,631	2,700,738
OPERATING SURPLUS/(DEFICIT)	..	(117,904)	..

Controlled balance sheet

Queensland Police Service	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
Cash assets	106,648	44,809	39,603
Receivables	49,475	66,025	89,105
Other financial assets
Inventories	10,615	10,615	10,615
Other	19,277	19,277	37,714
Non-financial assets held for sale
Total current assets	186,015	140,726	177,037
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	1,851,915	1,796,375	1,921,471
Intangibles	22,013	22,013	26,670
Other
Total non-current assets	1,873,928	1,818,388	1,948,141
TOTAL ASSETS	2,059,943	1,959,114	2,125,178
CURRENT LIABILITIES			
Payables	32,906	49,456	69,602
Accrued employee benefits	72,416	72,416	76,879
Interest bearing liabilities and derivatives	6,424	6,770	2,212
Provisions	679	679	679
Other	2,689	2,689	3,643
Total current liabilities	115,114	132,010	153,015
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	7,262	7,262	6,315
Provisions
Other
Total non-current liabilities	7,262	7,262	6,315
TOTAL LIABILITIES	122,376	139,272	159,330
NET ASSETS/(LIABILITIES)	1,937,567	1,819,842	1,965,848
EQUITY			
TOTAL EQUITY	1,937,567	1,819,842	1,965,848

Controlled cash flow statement

Queensland Police Service	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	2,207,801	2,217,455	2,496,168
User charges and fees	101,188	104,247	178,495
Royalties and land rent receipts
Grants and other contributions	38,378	38,480	13,434
Interest and distribution from managed funds received	550	550	550
Taxes
Other	30,652	37,319	38,527
Outflows:			
Employee costs	(1,977,706)	(2,034,661)	(2,169,814)
Supplies and services	(301,520)	(327,334)	(407,929)
Grants and subsidies	(3,915)	(3,915)	(6,525)
Borrowing costs	(246)
Other	(14,130)	(17,189)	(19,485)
Net cash provided by or used in operating activities	81,052	14,952	123,421
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	15,620	15,620	13,710
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(152,317)	(148,235)	(156,057)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(136,697)	(132,615)	(142,347)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	84,893	85,072	69,971
Outflows:			
Borrowing redemptions
Finance lease payments	(6,138)	(6,138)	(6,441)
Equity withdrawals	(52,445)	(52,445)	(58,734)
Net cash provided by or used in financing activities	26,310	26,489	4,796
Net increase/(decrease) in cash held	(29,335)	(91,174)	(14,130)
Cash at the beginning of financial year	83,450	83,450	44,809
Cash transfers from restructure	52,533	52,533	8,924
Cash at the end of financial year	106,648	44,809	39,603

Administered income statement

Queensland Police Service	2020–21 Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
INCOME			
Appropriation revenue	725	725	..
Taxes
User charges and fees	10,766	10,766	11,035
Royalties and land rents
Grants and other contributions
Interest and distributions from managed funds
Other revenue	2,351	2,351	2,410
Gains on sale/revaluation of assets
Total income	13,842	13,842	13,445
EXPENSES			
Employee expenses
Supplies and services
Grants and subsidies	725	725	..
Depreciation and amortisation
Finance/borrowing costs
Other expenses
Losses on sale/revaluation of assets
Transfers of Administered Revenue to Government	13,117	13,117	13,445
Total expenses	13,842	13,842	13,445
OPERATING SURPLUS/(DEFICIT)

Administered balance sheet

Queensland Police Service	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
Cash assets	1,899	1,899	1,899
Receivables	(3)	(3)	(3)
Other financial assets
Inventories
Other
Non-financial assets held for sale
Total current assets	1,896	1,896	1,896
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment
Intangibles
Other
Total non-current assets
TOTAL ASSETS	1,896	1,896	1,896
CURRENT LIABILITIES			
Payables	1,282	1,282	1,282
Transfers to Government payable	614	614	614
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total current liabilities	1,896	1,896	1,896
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	1,896	1,896	1,896
NET ASSETS/(LIABILITIES)
EQUITY			
TOTAL EQUITY

Administered cash flow statement

Queensland Police Service	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	725	725	..
User charges and fees	10,766	10,766	11,035
Royalties and land rent receipts
Grants and other contributions
Interest and distribution from managed funds received
Taxes
Other	2,351	2,351	2,410
Outflows:			
Employee costs
Supplies and services
Grants and subsidies	(725)	(725)	..
Borrowing costs
Other
Transfers to Government	(13,117)	(13,117)	(13,445)
Net cash provided by or used in operating activities
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
Cash at the beginning of financial year	1,899	1,899	1,899
Cash transfers from restructure
Cash at the end of financial year	1,899	1,899	1,899



Public Safety Business Agency

Portfolio overview

**Minister for Police and Corrective Services and
Minister for Fire and Emergency Services**

The Honourable Mark Ryan MP

Public Safety Business Agency (ceasing 1 July 2021)

Acting Chief Operating Officer: Assistant Commissioner Mike Condon BM APM

Additional information about this agency can be sourced from: www.psba.qld.gov.au

Public Safety Business Agency

Overview

On 2 June 2021, the Governor granted Royal Assent to the Debt Reduction and Savings Bill 2021, which included the repeal of the *Public Safety Business Act 2014*.

Subsequently the Public Safety Business Agency will be disestablished by 1 July 2021.

Separately, as per the *Public Service Departmental Arrangements Notice (No.1) 2021* the functions and staff of Queensland Government Air transferred to the Queensland Police Service as of 23 April 2021.

The remaining functions and staff of the Public Safety Business Agency will transition into the Queensland Police Service and Queensland Fire and Emergency Services by 1 July 2021.

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
Corporate and Air Services	1,019	1,019	..
Total FTEs	1,019	1,019	..

Capital program

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

	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
Capital purchases	36,906	27,251	..
Total capital outlays	36,906	27,251	..

Performance Statements

Corporate Services

Service area objective

Support Queensland public safety agencies in their delivery of frontline services to the Queensland community by providing corporate and business services.

Service standards ¹	2020–21 Target/Est.	2020–21 Est. Actual	2021–22 Target/Est.
Discontinued measures			
Queensland Government Air helicopter availability ²	95%	95%	Discontinued measure
Public Safety Business Agency corporate and support services staff as a percentage of Public Safety Entity staff ³	<6.5%	4.9%	Discontinued measure

Notes:

1. In June 2021, the Governor granted Royal Assent to the Debt Reduction and Savings Bill 2021, which includes the repeal of the *Public Safety Business Agency Act 2014*. Subsequently the Public Safety Business Agency will be disestablished by 1 July 2021. The agency's staff and functions will transition into the Queensland Police Service and Queensland Fire and Emergency Services. To reflect this transition, the service standards related to this Service Area have been transferred or discontinued.
2. This measure has been discontinued due to machinery-of-government changes effective 23 April 2021 where the staff and functions of Queensland Government Air transferred from the Public Safety Business Agency to the Queensland Police Service.
3. The variance between the 2020–21 Target/Estimate and the 2020–21 Estimated Actual reflects the continued increase in frontline staffing numbers by partner agencies in relation to the constraint in corporate FTEs which form the basis of PSBA functions.

Controlled income statement

Public Safety Business Agency	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
INCOME			
Appropriation revenue	185,365	191,637	..
Taxes
User charges and fees	117,282	110,187	..
Royalties and land rents
Grants and other contributions	7,386	5,694	..
Interest and distributions from managed funds
Other revenue	1,438	1,438	..
Gains on sale/revaluation of assets
Total income	311,471	308,956	..
EXPENSES			
Employee expenses	136,786	136,786	..
Supplies and services	125,667	125,085	..
Grants and subsidies
Depreciation and amortisation	40,097	40,097	..
Finance/borrowing costs	11	11	..
Other expenses	3,359	3,128	..
Losses on sale/revaluation of assets
Total expenses	305,920	305,107	..
OPERATING SURPLUS/(DEFICIT)	5,551	3,849	..

Controlled balance sheet

Public Safety Business Agency	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CURRENT ASSETS			
Cash assets	13,256	14,874	..
Receivables	23,080	23,080	..
Other financial assets
Inventories
Other	18,437	18,437	..
Non-financial assets held for sale
Total current assets	54,773	56,391	..
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	254,991	244,785	..
Intangibles	6,604	7,155	..
Other
Total non-current assets	261,595	251,940	..
TOTAL ASSETS	316,368	308,331	..
CURRENT LIABILITIES			
Payables	20,146	20,146	..
Accrued employee benefits	4,463	4,463	..
Interest bearing liabilities and derivatives	191	202	..
Provisions
Other	954	954	..
Total current liabilities	25,754	25,765	..
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	470	470	..
Provisions
Other
Total non-current liabilities	470	470	..
TOTAL LIABILITIES	26,224	26,235	..
NET ASSETS/(LIABILITIES)	290,144	282,096	..
EQUITY			
TOTAL EQUITY	290,144	282,096	..

Controlled cash flow statement

Public Safety Business Agency	2020–21 Adjusted Budget \$'000	2020–21 Est. Actual \$'000	2021–22 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	183,693	189,965	..
User charges and fees	122,405	113,299	..
Royalties and land rent receipts
Grants and other contributions	6,833	5,372	..
Interest and distribution from managed funds received
Taxes
Other	44,773	39,257	..
Outflows:			
Employee costs	(136,786)	(136,786)	..
Supplies and services	(169,002)	(162,904)	..
Grants and subsidies
Borrowing costs	(11)
Other	(7,929)	(5,918)	..
Net cash provided by or used in operating activities	43,976	42,285	..
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(36,906)	(27,251)	..
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(36,906)	(27,251)	..
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	5,596	794	..
Outflows:			
Borrowing redemptions
Finance lease payments	(228)	(228)	..
Equity withdrawals	(10,929)	(12,473)	..
Net cash provided by or used in financing activities	(5,561)	(11,907)	..
Net increase/(decrease) in cash held	1,509	3,127	..
Cash at the beginning of financial year	81,532	81,532	14,874
Cash transfers from restructure	(69,785)	(69,785)	(14,874)
Cash at the end of financial year	13,256	14,874	..

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.



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Service Delivery Statements

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