

SERVICE DELIVERY STATEMENTS

Department of Transport and Main Roads

2022–23 Queensland Budget Papers

1. Budget Speech
2. Budget Strategy and Outlook
3. Capital Statement
4. Budget Measures

Service Delivery Statements

Appropriation Bills

Budget Highlights

Regional Action Plans

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

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Service Delivery Statements

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Department of Transport and Main Roads

Portfolio overview

Minister for Transport and Main Roads
The Honourable Mark Bailey MP

Assistant Minister for Train Manufacturing and Regional Roads
Bruce Saunders MP

Department of Transport and Main Roads
Director-General: Neil Scales

RoadTek
Acting General Manager: Kym Murphy

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

Gold Coast Waterways Authority
Chief Executive Officer: Chris Derksema

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.crossriverrail.qld.gov.au

www.gcwa.qld.gov.au

Department of Transport and Main Roads

Overview

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

The department supports the government's objectives for the community:

- More Jobs in More Industries: Good, secure jobs in our traditional and emerging industries
- Protecting Our Queensland Lifestyle: Protect and enhance our Queensland lifestyle as we grow
- Better Services: Delivering even better services right across Queensland.

The service areas within the department align with the following department objectives:

Department's service areas	Department's objectives
Transport System Investment Planning and Programming To develop and prioritise transport policy and investment to support economic and regional development and meet Queensland's long term transport needs Transport Infrastructure Management and Delivery To 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 reliable and accessible passenger transport services	Accessible: Deliver a transport system that is accessible and inclusive for our customers Safe: Provide a safe and secure transport system and Transport and Main Roads workplaces Responsive: Actively manage a transport system that is responsive to evolving customer expectations and business disruptions Efficient: Deliver an efficient and reliable system to advance the movement of people and goods and optimise our resources Sustainable: Create an environmentally, economically and socially sustainable transport system that supports liveable and prosperous communities

Department highlights

In 2022–23, the department will continue to:

- progress statewide planning actions identified in the Regional Transport Plans
- enhance passenger and freight rail performance, including working with the Australian Government to maximise the benefits of Inland Rail, and developing a long-term rail network strategy to define the future needs of the rail network in Queensland
- implement the *Queensland Road Safety Strategy 2022–31* and supporting Action Plan 2022–24, taking a whole of system approach to reducing road trauma
- deliver Phase 3 of the Queensland Electric Super Highway (QESH) by adding 24 more electric vehicle fast-charging stations which will extend the QESH into western Queensland and provide 2 'border crossing' locations at Goondiwindi and Stanthorpe further boosting tourism opportunities between Queensland and New South Wales; and provide appropriate policy and infrastructure to support greater uptake of zero-emission vehicles
- deliver connected vehicle infrastructure, which will extend Cooperative Intelligent Transport Systems along 1,500km of the Bruce Highway from the Sunshine Coast to Cairns, enabling cloud based services through Queensland traffic application and private telematic providers

- provide convenient, accessible transport by delivering safe and connected cycling and walking infrastructure; finalising the revised *Disability Standard for Accessible Public Transport 2002* in partnership with the Australian Government; further rolling out the Digital Licence App across Queensland; and continuing the progressive expansion of the Smart Ticketing system across the South East Queensland Citytrain and bus network, CityCats and Southern Moreton Bay Islands Ferry
- explore emerging service models and modes such as on-demand transport with the commencement in March 2022 of a 2 year trial in Pacific Pines and Nerang/Highland Park within the Gold Coast and e-mobility where there is a safety and regulatory need
- improve transport network security and resilience to the impacts of climate change and disruptions from all hazards by researching and investing in sustainable materials such as the responsible use of recycled materials in road pavements and assessing risk related to natural disasters and climate change impacts
- improve connectivity, access, safety and pollution response of maritime services and infrastructure through the Maritime Infrastructure and Investment Program; enhance sustainability of the industry through initiatives to revitalise coastal shipping and create maritime jobs in Queensland; and continue the War on Wrecks program to remove derelict or abandoned vessels in Queensland's waterways
- plan the delivery of sustainable transport infrastructure and services to support the Brisbane 2032 Olympic and Paralympic Games and provide an ongoing legacy for the community.

Budget highlights

In the 2022–23 Queensland Budget, the government is providing:

- \$11.9 million in the Maritime Infrastructure Program in 2022–23 to replace mission critical navigation beacons to maintain navigational safety for shipping into the Port of Gladstone, and local and regional waterway safety in the Torres Strait Islands and Cairns regions. Investing a further \$4 million in the Airport Road, Horn Island pontoon to improve the recreational and commercial transport safety and bring accessibility in line with the *Disability Discrimination Act 1992* requirements for ferry passengers travelling from the airport to Thursday Island
- \$3.2 million over 4 years and \$1.1 million per annum ongoing to expand the School Crossing Supervisor Scheme to include a further 83 supervised school crossings, bringing the total staffed crossings to 1,378 across the state by 2025, to assist children in safely crossing roads on their way to and from school and supporting over 2,000 direct jobs
- \$27.2 million over 4 years and \$11.7 million per annum ongoing to provide an uplift in bus services for growth areas across the state, such as in the Northern Gold Coast and Townsville, to support passenger transport and creating better connections for Queenslanders
- \$18.9 million over 4 years and \$4.3 million per annum ongoing from 2026–27 to expand the School Transport Assistance Scheme eligibility to include students living in shared care arrangements travelling from a second address. This provides an equitable outcome for parents and modernises the scheme to better address the significant change seen in Australian families over recent years
- \$55 million for the *Zero Emission Vehicle Strategy 2022–2032 and Action Plan 2022–2024*. This includes \$45 million over 3 years to offer \$3,000 rebates for eligible zero emission vehicles with a dutiable value up to \$58,000 to help reduce the upfront purchase cost and a \$10 million co-funded fast charging infrastructure scheme over 2 years with local government and the private sector to deliver additional public fast charging electric vehicle infrastructure in Queensland
- \$40 million over 4 years for the School Transport Infrastructure Program to improve the safety and operation of schools through new or improved infrastructure at the school or on the surrounding road network
- funding for various projects to address rail level crossings across South East Queensland, such as the \$209.3 million Beams Road (Carseldine and Fitzgibbon) rail level crossing upgrade (jointly funded by the Queensland Government, Australian Government and Brisbane City Council), \$1.5 million for planning of the Coorparoo level crossing precinct and funding commitments for Boundary Road (Coopers Plains) and Lindum rail level crossing, as well as major projects like the \$2.598 billion Logan and Gold Coast Faster Rail (Kuraby to Beenleigh) upgrade (jointly funded with the Australian Government), which will include level crossing removals.

Further information about new policy decisions can be found in *Budget Paper No. 4: Budget Measures*.

Performance statement

Transport System Investment Planning and Programming

Objective

To develop and prioritise transport policy and investment to support economic and regional development and meet Queensland's long term transport needs.

Description

Key planning and investment activities provided through this service area include: implementation of the Transport Coordination Plan which sets clear planning, management and investment criteria for the transport system in order to improve regional and economic development; implementation of Regional Transport Plans which outline shared directions for shaping regional transport systems over the next 15 years; and developing a schedule of priority/key road and transport infrastructure projects planned for delivery across the state over the next 4 year period in the Queensland Transport and Roads Investment Program (QTRIP).

Service standards	2021–22 Target/Est.	2021–22 Est. Actual	2022–23 Target/Est.
Effectiveness measures			
Urban road system condition – the percentage of urban state-controlled roads with condition better than the specified benchmark ¹	97–99%	98.5%	97–99%
Rural road system condition – the percentage of rural state-controlled roads with condition better than the specified benchmark ¹	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%	11.3%	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 ²	1.0%	0.28%	1.0%

Notes:

1. This service standard has been re-worded from the 2021–22 *Service Delivery Statements* to provide greater clarity and there is no change to the service standard scope or calculation methodology.
2. The favourable variance between the 2021–22 Target/Estimate and 2021–22 Estimated Actual has been achieved by managing QTRIP administration costs through efficiencies and savings. The 2022–23 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

Objective

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

Description

Manage and operate Queensland's state-controlled road network to maximise the efficiency, reliability and safety of transport infrastructure for customers. Key activities and services include: providing a common picture of the transport network, assets and transport intelligence to ensure safe management and operation of the transport infrastructure; maximising capacity and reliability of existing transport infrastructure; identifying and delivering value-for-money infrastructure programs and projects; identifying and relieving transport network bottlenecks; and improving transport network resilience in regional areas.

Service standards	2021–22 Target/Est.	2021–22 Est. Actual	2022–23 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	9.3 mins	9.5 mins
• Off peak	9.2 mins	9.2 mins	9.2 mins
• PM peak	10.0 mins	10.2 mins	10.0 mins
South East Queensland road network reliability – Percentage of the road network with reliable travel times:			
• AM peak	86%	84%	86%
• Off peak	90%	88%	90%
• PM peak	79%	75%	79%
South East Queensland road network productivity – Percentage of the road network with good productivity:			
• AM peak	75%	76%	75%
• Off peak	75%	75%	75%
• PM peak	71%	71%	71%
South East Queensland arterial intersection performance – Percentage of intersections congested less than 20 minutes per hour:			
• AM peak	87%	89%	87%
• Off peak	91%	91%	91%
• PM peak	81%	83%	81%
Efficiency measure			
Average cost per 100 vehicle kilometres travelled to operate state-controlled roads	New measure	New measure	\$0.09
Discontinued 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%	15.0%	Discontinued measure

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	0.07	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%	2.6%	<5.1%

Notes:

1. This service standard has been discontinued and replaced by a more suitable measure of efficiency for the Service 'Transport Infrastructure Management' that meets the requirements of the *Queensland Government Performance Management Framework Policy*. The new service standard is 'Average cost per 100 vehicle kilometres travelled to operate state-controlled roads'.
2. The favourable variance between the 2021–22 Estimated Actual and 2021–22 Target/Estimate is due to relatively stable administrative costs being maintained.

Transport Safety and Regulation

Objective

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

Description

The regulatory and safety related activities undertaken in this service area include: implementing road safety initiatives encompassing education, community engagement, enforcement and new technologies; regulating driver licencing, vehicle registration and industry accreditations; managing the movement of vessels using Queensland's waterways as well as the Great Barrier Reef and Torres Strait; designing and constructing effective marine infrastructure; and maintaining effective maritime emergency preparedness, response, and recovery capability and capacity.

Service standards	2021–22 Target/Est.	2021–22 Est. Actual	2022–23 Target/Est.
Effectiveness measures			
Fatalities per 100,000 population on state-controlled roads ¹	2.60	3.03	2.60
Road fatalities per 100,000 population ¹	4.30	5.39	4.30
Hospitalised road casualties per 100,000 population ¹	110	155	110
Marine fatalities per 100,000 registered vessels regulated in Queensland ²	6.06	5.10	4.70
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	\$620	\$602	\$607

Notes:

1. The variance between 2021–22 Target/Estimate and 2021–22 Estimated Actual is based on a number of societal influences that can vary throughout the year resulting in changes in numbers of road crashes.
2. The variance between the 2021–22 Target/Estimate and 2021–22 Estimated Actual reflects decreased marine fatalities during a period where recreational vessel registration has increased significantly. The 2022–23 Target/Estimate is lower than the 2021–22 Target/Estimate as a decrease in marine fatalities is forecast in 2022–23.

Customer Experience

Objective

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

Description

This service area commits to ongoing engagement with customers to better understand their needs, expectations and behaviours regarding services including roads usage, maritime safety and information, licensing services, registration services, identity services and passenger transport services. Key customer experience activities include: providing flexible service options and delivery methods across multiple channels such as self-serve online 24/7; conducting regular customer research and insights to capture customer perspectives, motivations and expectations to guide the development of product and service delivery; and refreshing the Customer Value Proposition and Customer Charter.

Service standards	2021–22 Target/Est.	2021–22 Est. Actual	2022–23 Target/Est.
Effectiveness measures			
Overall customer satisfaction with transactional services (on a scale of 1 to 10)	8.0	8.5	8.0
Customer experience ratings of passenger transport service by type (on a scale of 1 to 5):			
• South East Queensland bus	≥ 3.5	4.3	≥ 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	4.2	≥ 3.5
• Regional urban bus	≥ 3.5	4.3	≥ 3.5
Customer service complaints in South East Queensland per 10,000 trips	< 3.0	2.3	< 3.0
Efficiency measures			
Average unit cost per transaction in a Customer Service Centre ¹	\$21.14	\$22.24	\$22.80
Average cost per customer call enquiry – Translink Contact Centre ^{2,3}	\$5.97	\$6.58	\$6.39

Notes:

1. The variance between the 2021–22 Estimated Actual and 2021–22 Target/Estimate is due to an Enterprise Bargaining Agreement / CPI increase of 2.5 per cent. The 2022–23 Target/Estimate is higher than the 2021–22 Target/Estimate, due to the application of an Enterprise Bargaining Agreement / CPI increase of 2.5 per cent.
2. The wording of this service standard has changed from the 2021–22 *Service Delivery Statements* with inclusion of the word 'call' in the service standard wording to better clarify the scope of the service standard. There is no change to the calculation methodology.
3. The variance between the 2021–22 Estimated Actual and the 2021–22 Target/Estimate due to lower than forecast call volume received during the period. The increase in the 2022–23 Target/Estimate from the 2021–22 Target/Estimate is a result of applied CPI increase and forecast call volume.

Passenger Transport Services

Objective

To connect Queensland through reliable and accessible passenger transport services.

Description

Key transport activities and services provided through this service area include: providing funding for fair access to public transport to deliver economic, social and community benefits; improving service integration, passenger information and ticketing products; supporting public transport patronage increases by maximising our service offering, extending the passenger transport network and delivering innovative ticketing products; and overseeing and funding the School Transport Assistance Scheme.

Service standards	2021–22 Target/Est.	2021–22 Est. Actual	2022–23 Target/Est.
Effectiveness measures			
Patronage on government contracted services (millions):			
South East Queensland: ¹	154.76	114.25	149.18
• Bus	98.89	72.75	93.36
• Rail	43.08	32.25	43.04
• Tram	8.01	6.07	8.74
• Ferry	4.78	3.18	4.04
Rest of Queensland:	11.51	9.78	10.27
• Regional air	0.13	0.12	0.12
• Long distance bus	0.06	0.06	0.06
• Regional urban bus	9.20	7.40	7.80
• Traveltrain	0.22	0.22	0.27
• Regional ferry	1.90	1.98	2.02
Average on-time running performance in peak times – Citytrain	95.0%	95.96%	95.0%
Scheduled services delivered – Citytrain	99.5%	99.72%	99.5%
Efficiency measure			
Cost per passenger trip to administer statewide government contracted passenger transport services ²	\$18.33	\$24.90	\$20.36

Notes:

- Patronage on government contracted services across South East Queensland is estimated to be 40.5 million trips below the 2021–22 Target/Estimate as public transport usage was significantly impacted by COVID-19 restrictions, as well as severe flooding in early 2022. Ferry network infrastructure and services continue to be impacted by significant flood damage. The 2022–23 Target/Estimate reflects some anticipated recovery in patronage as society adapts to living with COVID-19.
- The variance between the 2021–22 Estimated Actual and 2021–22 Target/Estimate is due to lower patronage on the back of continued COVID-19 impacts, flooding in South East Queensland in early 2022 and travel behaviour changes. The 2022–23 Target/Estimate reflects an anticipated recovery in patronage.

Departmental budget summary

The table below shows the total resources available in 2022–23 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Department of Transport and Main Roads	2021–22 Adjusted Budget ² \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹	5,946,653	5,925,548	6,232,769
Other revenue	1,211,409	1,140,640	1,148,894
Total income	7,158,062	7,066,188	7,381,663
Expenses			
Transport System Investment Planning and Programming	144,373	140,181	177,319
Transport Infrastructure Management and Delivery	2,597,140	2,799,333	2,724,852
Transport Safety and Regulation	296,860	311,570	363,538
Customer Experience	285,378	271,132	277,724
Passenger Transport Services	3,606,118	3,537,462	3,766,794
Total expenses	6,929,869	7,059,678	7,310,227
Operating surplus/deficit	228,193	6,510	71,436
Net assets	76,911,121	80,004,852	83,150,700
ADMINISTERED			
Revenue			
Commonwealth revenue	750	300	450
Appropriation revenue	108,996	75,496	181,585
Other administered revenue	2,872,070	2,885,577	2,886,067
Total revenue	2,981,816	2,961,373	3,068,102
Expenses			
Transfers to government	2,872,070	2,885,577	2,886,067
Administered expenses	109,746	75,796	182,035
Total expenses	2,981,816	2,961,373	3,068,102
Net assets	272,324	110,925	110,925

Notes:

1. Includes State and Commonwealth funding.
2. Adjusted for Fines Modernisation machinery-of-government change with Queensland Revenue Office.

Staffing

The table below shows the Full Time Equivalents (FTEs) as at the 30 June in the respective years.

Service area	2021–22 Adjusted Budget ²	2021–22 Est. Actual	2022–23 Budget
Transport System Investment Planning and Programming	627	625	625
Transport Infrastructure Management and Delivery	2,396	2,364	2,365
Transport Safety and Regulation	648	656	702
Customer Experience	2,073	2,082	2,082
Passenger Transport Services	476	471	434
Total FTEs	6,220	6,198	6,208

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. Adjusted for Fines Modernisation machinery-of-government change with Queensland Revenue Office.

Capital program

A key component of the Department of Transport and Main Roads' role involves major capital investment and infrastructure delivery. Highlights of the Department of Transport and Main Roads' capital program in 2022–23 include progressing delivery of major investments such as:

- the Queensland and Australian Government funded program to upgrade the Bruce Highway (2013–14 to 2027–28), including major projects such as:
 - \$1.065 billion Rockhampton Ring Road
 - \$1 billion Cooroy to Curra Section D
 - \$662.5 million Caboolture - Bribie Island Road interchange to Steve Irwin Way upgrade
 - \$481 million Cairns Southern Access Corridor (Stage 3), Edmonton and Gordonvale
 - \$350 million Mackay Port Access
 - \$336 million Tiaro Bypass
 - \$301.3 million Maroochydore Road and Mons Road interchanges upgrade
 - \$230 million Townsville Ring Road (Stage 5)
- the Queensland and Australian Government funded upgrades on the M1 Pacific Motorway, including major projects such as:
 - \$1 billion Varsity Lakes to Tugun upgrade
 - \$750 million Eight Mile Plains to Daisy Hill upgrade
- \$2.163 billion Coomera Connector (Stage 1), Coomera to Nerang (jointly funded with the Australian Government)
- \$2.598 billion Logan and Gold Coast Faster Rail (Kuraby to Beenleigh) upgrade (jointly funded with the Australian Government)
- \$1.219 billion Gold Coast Light Rail (Stage 3) Broadbeach South to Burleigh Heads (jointly funded by the Australian Government, Queensland Government and City of Gold Coast)
- \$550.8 million Beerburum to Nambour Rail Upgrade (Stage 1) (jointly funded with the Australian Government)
- \$600 million Queensland Train Manufacturing Program which forms part of the \$7.1 billion to boost (subject to procurement) Queensland's train manufacturing industry and build and operate 65 trains
- \$209.3 million Beams Road (Carseldine and Fitzgibbon) rail level crossing upgrade (jointly funded by the Queensland Government, Australian Government and Brisbane City Council).

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

	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
Capital purchases	3,729,233	4,148,699	4,519,888
Capital grants	476,397	525,159	501,877
Total capital outlays	4,205,630	4,673,858	5,021,765

Further information about the Department of Transport and Main Roads capital outlays can be found in *Budget Paper No. 3: Capital Statement*. There may be variations between the capital program figure quoted across papers as payments across Queensland government agencies are excluded from *Budget Paper No. 3: Capital Statement* and may be included in the figure quoted above.

Budgeted financial statements

Departmental income statement

Controlled income statement

Total revenue is estimated to be \$7.382 billion in 2022–23, an increase of \$315.5 million from the 2021–22 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, increase in the level of reimbursement from Queensland Reconstruction Authority for expenditure incurred for works related to natural disaster events and increase in funding for the Beams Road (Carseldine) Level Crossing.

Total expenses are estimated to be \$7.310 billion in 2022–23, an increase of \$250.5 million from the 2021–22 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, increased payments to bus operators relating to patronage growth, increased payments for Beams Road (Carseldine) Level Crossing, roll-out of the *Zero Emission Vehicle Strategy 2022–2032* 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 2022–23 is estimated to be \$3.068 billion, an increase of \$106.7 million from the 2021–22 Estimated Actual. This increase is due to increased appropriation for Cross River Rail delivery, projects on the Mount Isa to Townsville 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, offset by the machinery-of-government change stage one transferring fines and penalty debt administration to Queensland Revenue Office. The administration of camera detected seatbelt and mobile phone infringements will remain with the Department of Transport and Main Roads until stage 2 of the machinery-of-government change in November 2022.

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 2022–23 is estimated to total \$92.891 billion. This is primarily comprised of the value of transport infrastructure (\$73.960 billion) and land (\$5.303 billion). Over the next 3 years it is expected that the value of infrastructure assets will increase by 18 per cent due to continuing investment in the transport system and that the value of land will increase by 2 per cent due to acquisitions for future projects less any land sold that is surplus to requirements.

Total departmental liabilities in 2022–23 are estimated to be \$9.741 billion. This is mainly comprised of payables of \$0.827 billion, finance lease liabilities of \$1.179 billion and service concession liabilities (relating to the grant of a right to the operator (GORTO)) of \$7.155 billion. Total liabilities are anticipated to decrease over the next 3 years to \$8.854 billion. Payables are expected to remain at about the same level over the next 3 years while debt is expected to decrease to \$1.033 billion as debt repayments are made.

Controlled income statement

Department of Transport and Main Roads	2021–22 Adjusted Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
INCOME			
Appropriation revenue	5,946,653	5,925,548	6,232,769
Taxes
User charges and fees	718,632	643,225	648,133
Royalties and land rents
Grants and other contributions	163,893	118,269	147,732
Interest and distributions from managed funds	1,282	1,272	1,295
Other revenue	325,102	375,374	349,234
Gains on sale/revaluation of assets	2,500	2,500	2,500
Total income	7,158,062	7,066,188	7,381,663
EXPENSES			
Employee expenses	581,312	586,639	613,696
Supplies and services	4,181,289	4,216,392	4,430,061
Grants and subsidies	766,490	777,613	777,369
Depreciation and amortisation	1,255,125	1,364,685	1,378,342
Finance/borrowing costs	114,468	78,663	75,668
Other expenses	25,443	28,734	29,349
Losses on sale/revaluation of assets	5,742	6,952	5,742
Total expenses	6,929,869	7,059,678	7,310,227
OPERATING SURPLUS/(DEFICIT)	228,193	6,510	71,436

Controlled balance sheet

Department of Transport and Main Roads	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CURRENT ASSETS			
Cash assets	62,403	229,756	56,838
Receivables	154,893	229,273	228,812
Other financial assets
Inventories	4,542	3,740	3,873
Other	124,938	152,286	99,614
Non-financial assets held for sale	2,587	4,514	4,514
Total current assets	349,363	619,569	393,651
NON-CURRENT ASSETS			
Receivables	3,285	3,229	3,229
Other financial assets	5,601	5,601	5,601
Property, plant and equipment	85,879,264	89,117,765	92,184,673
Intangibles	90,959	213,073	212,471
Other	60,425	99,712	91,594
Total non-current assets	86,039,534	89,439,380	92,497,568
TOTAL ASSETS	86,388,897	90,058,949	92,891,219
CURRENT LIABILITIES			
Payables	637,665	822,893	827,036
Accrued employee benefits	63,237	26,454	26,557
Interest bearing liabilities and derivatives	41,450	40,473	44,440
Provisions	213,161	195,097	200,678
Other	310,904	424,443	425,589
Total current liabilities	1,266,417	1,509,360	1,524,300
NON-CURRENT LIABILITIES			
Payables	56,334
Accrued employee benefits
Interest bearing liabilities and derivatives	1,180,838	1,178,858	1,134,616
Provisions	152,236	210,565	158,469
Other	6,821,951	7,155,314	6,923,134
Total non-current liabilities	8,211,359	8,544,737	8,216,219
TOTAL LIABILITIES	9,477,776	10,054,097	9,740,519
NET ASSETS/(LIABILITIES)	76,911,121	80,004,852	83,150,700
EQUITY			
TOTAL EQUITY	76,911,121	80,004,852	83,150,700

Controlled cash flow statement

Department of Transport and Main Roads	2021–22 Adjusted Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	5,946,653	5,944,558	6,232,769
User charges and fees	780,027	707,562	712,470
Royalties and land rent receipts
Grants and other contributions	161,778	116,154	145,617
Interest and distribution from managed funds received	1,282	1,272	1,295
Taxes
Other	757,660	863,644	837,504
Outflows:			
Employee costs	(581,209)	(586,536)	(613,593)
Supplies and services	(4,820,491)	(4,930,345)	(5,143,222)
Grants and subsidies	(766,490)	(777,613)	(777,369)
Borrowing costs	(114,468)	(78,663)	(75,668)
Other	(88,163)	(94,396)	(95,011)
Net cash provided by or used in operating activities	1,276,579	1,165,637	1,224,792
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	20,000	20,000	20,000
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(3,665,636)	(4,111,361)	(4,458,679)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(3,645,636)	(4,091,361)	(4,438,679)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	3,568,807	4,032,675	4,280,532
Outflows:			
Borrowing redemptions	(37,360)	(36,519)	(40,275)
Finance lease payments
Equity withdrawals	(1,149,483)	(1,191,386)	(1,199,288)
Net cash provided by or used in financing activities	2,381,964	2,804,770	3,040,969
Net increase/(decrease) in cash held	12,907	(120,954)	(172,918)
Cash at the beginning of financial year	49,496	350,710	229,756
Cash transfers from restructure
Cash at the end of financial year	62,403	229,756	56,838

Administered income statement

Department of Transport and Main Roads	2021–22 Adjusted Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
INCOME			
Appropriation revenue	109,746	75,796	182,035
Taxes
User charges and fees	2,720,509	2,740,128	2,839,030
Royalties and land rents
Grants and other contributions
Interest and distributions from managed funds	50	50	50
Other revenue	151,511	145,399	46,987
Gains on sale/revaluation of assets
Total income	2,981,816	2,961,373	3,068,102
EXPENSES			
Employee expenses
Supplies and services
Grants and subsidies	109,746	75,796	182,035
Depreciation and amortisation
Finance/borrowing costs
Other expenses
Losses on sale/revaluation of assets
Transfers of Administered Revenue to Government	2,872,070	2,885,577	2,886,067
Total expenses	2,981,816	2,961,373	3,068,102
OPERATING SURPLUS/(DEFICIT)

Administered balance sheet

Department of Transport and Main Roads	2021–22 Adjusted Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CURRENT ASSETS			
Cash assets	21,774	21,425	21,516
Receivables	151,731	146,481	217,180
Other financial assets
Inventories
Other
Non-financial assets held for sale
Total current assets	173,505	167,906	238,696
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	272,090	110,692	110,692
Intangibles
Other
Total non-current assets	272,090	110,692	110,692
TOTAL ASSETS	445,595	278,598	349,388
CURRENT LIABILITIES			
Payables	136,631	132,362	202,968
Transfers to Government payable	30,719	29,060	29,180
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other	5,921	6,251	6,315
Total current liabilities	173,271	167,673	238,463
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	173,271	167,673	238,463
NET ASSETS/(LIABILITIES)	272,324	110,925	110,925
EQUITY			
TOTAL EQUITY	272,324	110,925	110,925

Administered cash flow statement

Department of Transport and Main Roads	2021–22 Adjusted Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	44,930	10,980	111,437
User charges and fees	2,722,972	2,742,591	2,841,493
Royalties and land rent receipts
Grants and other contributions
Interest and distribution from managed funds received	50	50	50
Taxes
Other	151,491	145,379	46,967
Outflows:			
Employee costs
Supplies and services	20	20	20
Grants and subsidies	(44,930)	(10,980)	(111,437)
Borrowing costs
Other	(2,492)	(2,492)	(2,492)
Transfers to Government	(2,871,950)	(2,885,457)	(2,885,947)
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	1,544,448	1,488,854	1,116,746
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals	(1,544,448)	(1,489,854)	(1,116,746)
Net cash provided by or used in financing activities	..	(1,000)	..
Net increase/(decrease) in cash held	91	(909)	91
Cash at the beginning of financial year	21,683	22,334	21,425
Cash transfers from restructure
Cash at the end of financial year	21,774	21,425	21,516

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	2021-22 Adjusted Budget \$'000	2021-22 Est. Actual \$'000	2022-23 Budget \$'000
INCOME			
Appropriation revenue	5,946,653	5,925,548	6,232,769
Taxes
User charges and fees	712,216	638,935	643,569
Royalties and land rents
Grants and other contributions	163,893	118,269	147,732
Interest and distributions from managed funds	78	88	90
Other revenue	312,974	345,639	329,708
Gains on sale/revaluation of assets	3,730	4,696	4,727
Total income	7,139,544	7,033,175	7,358,595
EXPENSES			
Employee expenses	735,581	746,252	777,237
Supplies and services	3,983,937	4,007,897	4,221,386
Grants and subsidies	766,490	777,613	777,369
Depreciation and amortisation	1,264,448	1,375,008	1,388,878
Finance/borrowing costs	114,414	78,652	75,656
Other expenses	27,271	29,790	30,343
Losses on sale/revaluation of assets	6,134	7,144	5,943
Total expenses	6,898,275	7,022,356	7,276,812
Income tax expense/revenue	7,313	9,812	8,598
OPERATING SURPLUS/(DEFICIT)	233,956	1,007	73,185

Reporting entity balance sheet

Department of Transport and Main Roads	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CURRENT ASSETS			
Cash assets	112,282	259,207	87,797
Receivables	140,636	182,358	172,141
Other financial assets
Inventories	14,798	16,613	17,210
Other	125,737	153,555	100,883
Non-financial assets held for sale	2,587	4,514	4,514
Total current assets	396,040	616,247	382,545
NON-CURRENT ASSETS			
Receivables	3,285	3,229	3,229
Other financial assets	5,601	5,601	5,601
Property, plant and equipment	85,953,625	89,189,063	92,262,535
Deferred tax assets	5,171	3,466	3,081
Intangibles	90,959	213,073	212,471
Other	60,425	99,712	91,594
Total non-current assets	86,119,066	89,514,144	92,578,511
TOTAL ASSETS	86,515,106	90,130,391	92,961,056
CURRENT LIABILITIES			
Payables	563,110	701,910	703,468
Current tax liabilities	2,194	(1,863)	(2,632)
Accrued employee benefits	73,184	31,338	31,441
Interest bearing liabilities and derivatives	41,473	40,479	44,446
Provisions	213,161	195,097	200,678
Other	311,308	424,443	425,589
Total current liabilities	1,204,430	1,391,404	1,402,990
NON-CURRENT LIABILITIES			
Payables	56,334
Deferred tax liabilities
Accrued employee benefits
Interest bearing liabilities and derivatives	1,180,838	1,178,858	1,134,616
Provisions	152,236	210,565	158,469
Other	6,821,951	7,155,314	6,923,134
Total non-current liabilities	8,211,359	8,544,737	8,216,219
TOTAL LIABILITIES	9,415,789	9,936,141	9,619,209
NET ASSETS/(LIABILITIES)	77,099,317	80,194,250	83,341,847
EQUITY			
TOTAL EQUITY	77,099,317	80,194,250	83,341,847

Reporting entity cash flow statement

Department of Transport and Main Roads	2021–22 Adjusted Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	5,946,653	5,944,558	6,232,769
User charges and fees	778,909	748,570	722,052
Royalties and land rent receipts
Grants and other contributions	161,778	116,154	145,617
Interest and distribution from managed funds received	78	88	90
Taxes
Other	775,532	863,909	847,978
Outflows:			
Employee costs	(735,478)	(746,149)	(777,134)
Supplies and services	(4,655,632)	(4,754,343)	(4,971,947)
Grants and subsidies	(766,490)	(777,613)	(777,369)
Borrowing costs	(114,414)	(78,652)	(75,656)
Taxation equivalents paid	(7,607)	(8,803)	(8,982)
Other	(89,991)	(95,452)	(96,005)
Net cash provided by or used in operating activities	1,293,338	1,212,267	1,241,413
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	24,788	25,954	23,977
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(3,689,726)	(4,127,451)	(4,477,769)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(3,664,938)	(4,101,497)	(4,453,792)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	3,568,807	4,032,675	4,280,532
Outflows:			
Borrowing redemptions	(37,360)	(36,519)	(40,275)
Finance lease payments
Equity withdrawals	(1,149,483)	(1,191,386)	(1,199,288)
Dividends paid
Net cash provided by or used in financing activities	2,381,964	2,804,770	3,040,969
Net increase/(decrease) in cash held	10,364	(84,460)	(171,410)
Cash at the beginning of financial year	101,918	343,667	259,207
Cash transfers from restructure
Cash at the end of financial year	112,282	259,207	87,797

Commercialised business unit

RoadTek

Overview

RoadTek works towards its vision and purpose of creating a single integrated transport network accessible to everyone.

The agency supports the government's objectives for the community:

- More Jobs in More Industries: Good, secure jobs in our traditional and emerging industries
- Protecting Our Queensland Lifestyle: Protect and enhance our Queensland lifestyle as we grow
- Better Services: Delivering even better services right across Queensland.

The service area within RoadTek aligns with the following agency objectives:

Agency's service area	Agency's objectives
Transport Infrastructure Construction and Maintenance To provide transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Queensland Government priorities, with a focus on best value outcomes for our customers, stakeholders and the community	Accessible: Deliver a transport system that is accessible and inclusive for our customers Safe: Provide a safe and secure transport system and Transport and Main Roads workplaces Responsive: Actively manage a transport system that is responsive to evolving customer expectations and business disruptions Efficient: Deliver an efficient and reliable system to advance the movement of people and goods and optimise our resources Sustainable: Create an environmentally, economically and socially sustainable transport system that supports liveable and prosperous communities

Key deliverables

In 2022–23, RoadTek will:

- implement delivery improvement methodologies, such as Lean Construction, to advance our business systems and practices, enable continuous improvement principles and continued collaboration across building construction and engineering industries, in pursuit of increased value delivery, resource utilisation, reliability, safety and sustainable service delivery
- work with key partners and stakeholders to better position RoadTek for tomorrow and the future
- contribute to the successful delivery of significant project activities such as the Eastern Transitway project and the Monto/Mt Perry Road realignment and continue to respond to natural disaster events across the state.

Performance statement

Transport Infrastructure Construction and Maintenance

Objective

To provide transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Queensland Government priorities, with a focus on best value outcomes for our customers, stakeholders and the community.

Description

To deliver community and stakeholder outcomes by providing 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 plant fleet.

Service standards	2021–22 Target/Est.	2021–22 Est. Actual	2022–23 Target/Est.
Effectiveness measure			
Customers' and stakeholders' overall value of RoadTek (on a scale of 1 to 5) ¹	>4	4.51	>4
Efficiency measures			
Long term debt / equity ²	10.1%	10.0%	9.9%
Long term debt / total assets ²	7.5%	7.2%	7.2%
Return on equity	9.1%	12.1%	10.5%
Return on revenue (after tax)	2.5%	2.8%	2.5%
Profit margin (earnings before income tax / user charges)	3.5%	4.1%	3.5%
Discontinued measure			
Lost Time Injury Frequency Rate ³	<12.1	16.1	Discontinued measure

Notes:

1. The wording of this service standard has been amended from the 2021–22 *Service Delivery Statements* to include the word 'overall' to better describe the scope of the rating. No changes have been made to the calculation methodology.
2. The decrease to the 2022–23 Target/Estimate compared to the 2021–22 Target/Estimate are attributable to an ongoing increased program of works being delivered by RoadTek, particularly the COVID-19 related Australian and Queensland Government economic stimulus packages.
3. This service standard has been discontinued as it is considered to be a workforce measure rather than a measure of effectiveness on the outcome of the services delivered by RoadTek as required by the *Queensland Government Performance Management Framework Policy*.

Budget summary

Staffing

The table below shows the Full Time Equivalents (FTEs) as at the 30 June in the respective years.

Service area	2021–22 Budget	2021–22 Est. Actual	2022–23 Budget
Transport Infrastructure Construction and Maintenance	1,269	1,290	1,290
Total FTEs	1,269	1,290	1,290

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. The department participates in a partnership arrangement in the delivery of its services, whereby corporate FTEs are hosted by the department to work across multiple departments, and therefore cannot be allocated by Service Area.

Capital program

RoadTek's capital program for 2022–23 of \$19 million is predominantly comprised of construction plant and equipment. RoadTek has an active replacement program for construction plant and equipment ensuring reliable and safe equipment used for the program of works by Operations Centres around the state.

	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
Capital purchases	24,000	16,000	19,000
Capital grants	-	-	-
Total capital outlays	24,000	16,000	19,000

Further information about RoadTek capital outlays can be found in *Budget Paper No. 3: Capital Statement*. There may be variations between the capital program figure quoted across papers as payments across Queensland government agencies are excluded from *Budget Paper No. 3: Capital Statement* and may be included in the figure quoted above.

Financial statements

Income statement

Total revenue for 2022–23 is estimated to increase to \$817.6 million, a marginal increase to the forecast position for 2021–22. There has been an uplift in revenue over the past 18 months due to the targeted road safety stimulus packages increasing the revenue position for both 2020–21 and 2021–22 financial years. RoadTek is ready, prepared and available for disaster management and recovery as demonstrated through its capacity to successfully manage numerous events over past years. Included in revenue predictions is a likelihood of further recovery rehabilitation for flood damaged roads after one of the wettest summer seasons for many years. RoadTek continues to maintain a small positive return on revenue which assists in enabling the renewal program for construction plant and equipment.

Balance sheet

The value of RoadTek's assets in 2022–23 is estimated to total \$263.3 million. This is primarily made up of receivables, work in progress and construction plant and equipment (with a book value in excess of \$70 million) used by RoadTek Operations Centres around the state. The RoadTek Balance Sheet position is expected to improve incrementally over coming years with a continuing priority to maintain reliable construction plant and equipment to the business. RoadTek's liabilities of \$72.1 million mainly include payables which are expected to remain at the same level over the forward estimates.

Income statement

RoadTek	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
INCOME			
User charges and fees	686,321	801,411	813,943
Grants and other contributions
Interest and distributions from managed funds	54	11	12
Other revenue	861	1,322	1,394
Gains on sale/revaluation of assets	1,230	2,196	2,227
Total income	688,466	804,940	817,576
EXPENSES			
Employee expenses	154,269	159,613	163,541
Supplies and services	495,385	597,206	609,832
Grants and subsidies
Depreciation and amortisation	9,323	10,323	10,536
Finance/borrowing costs	1,204	1,184	1,205
Other expenses	3,514	3,714	3,597
Losses on sale/revaluation of assets	392	192	201
Total expenses	664,087	772,232	788,912
Income tax expense/revenue	7,313	9,812	8,598
OPERATING SURPLUS/(DEFICIT)	17,066	22,896	20,066

Balance sheet

RoadTek	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CURRENT ASSETS			
Cash assets	49,879	29,451	30,959
Receivables	62,169	72,309	62,643
Other financial assets
Inventories	60,699	86,976	87,440
Other	799	1,269	1,269
Non-financial assets held for sale
Total current assets	173,546	190,005	182,311
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	74,361	71,298	77,862
Deferred tax assets	5,171	3,466	3,081
Intangibles
Other
Total non-current assets	79,532	74,764	80,943
TOTAL ASSETS	253,078	264,769	263,254
CURRENT LIABILITIES			
Payables	33,314	53,344	50,849
Current tax liabilities	2,194	(1,863)	(2,632)
Accrued employee benefits	9,947	4,884	4,884
Interest bearing liabilities and derivatives	19,023	19,006	19,006
Provisions
Other	404
Total current liabilities	64,882	75,371	72,107
NON-CURRENT LIABILITIES			
Payables
Deferred tax liabilities
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	64,882	75,371	72,107
NET ASSETS/(LIABILITIES)	188,196	189,398	191,147
EQUITY			
TOTAL EQUITY	188,196	189,398	191,147

Cash flow statement

RoadTek	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	691,529	846,619	827,999
Grants and other contributions
Interest and distribution from managed funds received	54	11	12
Other	30,861	31,322	31,394
Outflows:			
Employee costs	(154,269)	(159,613)	(163,541)
Supplies and services	(527,878)	(629,699)	(647,232)
Grants and subsidies
Borrowing costs	(1,204)	(1,184)	(1,205)
Taxation equivalents paid	(7,607)	(8,803)	(8,982)
Other	(3,514)	(3,714)	(3,597)
Net cash provided by or used in operating activities	27,972	74,939	34,848
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	4,788	5,954	3,977
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(24,000)	(16,000)	(19,000)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(19,212)	(10,046)	(15,023)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Dividends paid	(11,303)	(28,399)	(18,317)
Net cash provided by or used in financing activities	(11,303)	(28,399)	(18,317)
Net increase/(decrease) in cash held	(2,543)	36,494	1,508
Cash at the beginning of financial year	52,422	(7,043)	29,451
Cash transfers from restructure
Cash at the end of financial year	49,879	29,451	30,959

Statutory bodies

Gold Coast Waterways Authority

Overview

The Gold Coast Waterways Authority's (the Authority) vision is to empower the Gold Coast as a Waterways City. The Authority's purpose is to deliver efficient and sustainable management of the Gold Coast waterways through integrated place-based planning, innovation and ongoing engagement with key stakeholders and the wider community.

The Authority supports the government's objectives for the community:

- More Jobs in More Industries: Good, secure jobs in our traditional and emerging industries
- Protecting Our Queensland Lifestyle: Protect and enhance our Queensland lifestyle as we grow
- Better Services: Delivering even better services right across Queensland.

The service area within the Authority aligns with the following agency objectives:

Agency's service area	Agency's objectives
Management of and access to the Gold Coast waterways To deliver the best possible management of the Gold Coast waterways at reasonable cost to the community and government	Integrated, place-based management Sustainable and resilient waterways Engaged users and communities

Key deliverables

In 2022–23, the Authority will:

- maintain and improve boating infrastructure including Oxenford Pacific Highway boat ramp upgrade and Jabiru Island and Awoonga Drive, Burleigh Heads boat ramp replacements
- deliver new projects as part of the Spit Works Program including Muriel Henchman park improvements
- keep navigation channels accessible through responding to shoaling events and dredging of the West Crab Island and South Wave Break Island channels.

Performance statement

Management of and access to the Gold Coast waterways

Objective

To deliver the best possible management of the Gold Coast waterways at reasonable cost to the community and government.

Description

The Authority, by delivering on the *Gold Coast Waterways Management Strategy 2021–2030*, will provide an integrated and reliable waterways network, that is supported by long-term planning that considers future use and emerging challenges to balance the needs of users. Management of the network contributes to the community's access and use of the waterways and supports jobs and economic growth in the marine and tourism industries.

Service standards	2021–22 Target/Est.	2021–22 Est. Actual	2022–23 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	93%	98%	93%
Percentage of community's overall satisfaction with Gold Coast Waterways Authority's implementation of the 10-year Waterways Management Strategy	80%	80%	80%
Efficiency measures			
Cost per cubic metre of operating the Gold Coast Sand Bypass System ¹	\$1.82	\$3.26	\$1.82
Average annual cost to manage and maintain each navigation aid in the Gold Coast waterways	\$350	\$356	\$350

Note:

1. The variance between the 2021–22 Estimated Actual and the 2021–22 Target/Estimate is due to reduced operational capacity during the first half of 2021–22 attributable to major maintenance and upgrade works.

Budgeted summary

Staffing

The table below shows the Full Time Equivalents (FTEs) as at the 30 June in the respective years.

Service area	2021–22 Budget	2021–22 Est. Actual	2022–23 Budget
Management of and access to the Gold Coast waterways	36	36	39
Total FTEs	36	36	39

Capital program

The capital program relates to the Spit Master Plan and the Waterways Management Plan programs of works.

	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
Capital purchases	10,655	7,072	12,536
Capital grants	-	-	-
Total capital outlays	10,655	7,072	12,536

Further information about the Gold Coast Waterways Authority capital outlays can be found in *Budget Paper No. 3: Capital Statement*. There may be variations between the capital program figure quoted across papers as payments across Queensland government agencies are excluded from *Budget Paper No. 3: Capital Statement* and may be included in the figure quoted above.

Financial statements

Income statement

Total revenue is estimated to be \$19.4 million in 2022–23, a decrease of \$6.1 million from the 2021–22 Estimated Actual. The decrease is primarily due to reduction in funding relating to Spit Master Plan associated with timing of works.

Total expenses are estimated to be \$19.4 million in 2022–23, a decrease of \$4.1 million from the 2021–22 Estimated Actual. The decrease is primarily due to reduction in expenditure relating to Spit Master Plan associated with timing of works.

Balance sheet

The value of the assets in 2022–23 is estimated to total \$227.7 million. This is primarily comprised of the value of marine infrastructure (\$175.3 million) and land (\$41.3 million). Over the next 3 years it is expected that the value of marine infrastructure assets will increase by 10 per cent due to continuing investment. Total liabilities in 2022–23 are estimated to be \$4.2 million. This is mainly comprised of payables of \$4 million. Total liabilities are anticipated to remain consistent over the next 3 years.

Income statement

Gold Coast Waterways Authority	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
INCOME			
Taxes
User charges and fees	17,927	18,083	18,563
Grants and other contributions	6,284	7,284	750
Interest and distributions from managed funds	120	120	120
Other revenue
Gains on sale/revaluation of assets
Total income	24,331	25,487	19,433
EXPENSES			
Employee expenses	4,054	4,329	4,189
Supplies and services	11,917	13,453	9,330
Grants and subsidies	5	5	5
Depreciation and amortisation	4,482	4,482	4,662
Finance/borrowing costs
Other expenses	1,218	1,218	1,247
Losses on sale/revaluation of assets
Total expenses	21,676	23,487	19,433
OPERATING SURPLUS/(DEFICIT)	2,655	2,000	..

Balance sheet

Gold Coast Waterways Authority	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CURRENT ASSETS			
Cash assets	5,293	13,733	7,815
Receivables	301	475	475
Other financial assets
Inventories	163	156	156
Other	..	54	54
Non-financial assets held for sale
Total current assets	5,757	14,418	8,500
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	210,943	210,715	218,651
Intangibles	656	656	594
Other
Total non-current assets	211,599	211,371	219,245
TOTAL ASSETS	217,356	225,789	227,745
CURRENT LIABILITIES			
Payables	1,251	4,035	4,035
Accrued employee benefits	322	108	108
Interest bearing liabilities and derivatives
Provisions
Other	59	86	86
Total current liabilities	1,632	4,229	4,229
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	1,632	4,229	4,229
NET ASSETS/(LIABILITIES)	215,724	221,560	223,516
EQUITY			
TOTAL EQUITY	215,724	221,560	223,516

Cash flow statement

Gold Coast Waterways Authority	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	17,927	18,083	18,563
Grants and other contributions	6,284	7,284	750
Interest and distribution from managed funds received	120	120	120
Taxes
Other
Outflows:			
Employee costs	(4,054)	(4,329)	(4,189)
Supplies and services	(11,917)	(13,453)	(9,330)
Grants and subsidies	(5)	(5)	(5)
Borrowing costs
Other	(1,218)	(1,218)	(1,247)
Net cash provided by or used in operating activities	7,137	6,482	4,662
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(10,655)	(7,072)	(12,536)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(10,655)	(7,072)	(12,536)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	..	1,747	1,956
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Net cash provided by or used in financing activities	..	1,747	1,956
Net increase/(decrease) in cash held	(3,518)	1,157	(5,918)
Cash at the beginning of financial year	8,811	12,576	13,733
Cash transfers from restructure
Cash at the end of financial year	5,293	13,733	7,815

Cross River Rail Delivery Authority

Overview

The Cross River Rail Delivery Authority's (the Delivery Authority) vision is for safe, integrated and improved rail network services and stations that are accessible to everyone. The Delivery Authority's purpose is to deliver economic development and transport outcomes that maximise benefits for Queenslanders.

The Delivery Authority supports the government's objectives for the community:

- More Jobs in More Industries: Good, secure jobs in our traditional and emerging industries
- Protecting Our Queensland Lifestyle: Protect and enhance our Queensland lifestyle as we grow
- Better Services: Delivering even better services right across Queensland.

The service area within the Delivery Authority aligns with the following agency objectives:

Agency's service areas	Agency's objectives
Procurement, development and delivery of Cross River Rail To lead the procurement, development and delivery of the Cross River Rail project within agreed timeframes	Deliver and facilitate transformational transport infrastructure development Optimise economic and social development opportunities Operate commercially while maintaining strong relationships across industry sectors and government agencies

Key deliverables

In 2022–23, the Delivery Authority will:

- continue to 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
- continue the station build and tunnel fitout for 4 new high-capacity underground stations at Boggo Road, Woolloongabba, Albert Street and Roma Street
- continue to deliver the rolling program of significant accessibility upgrade works at the 6 stations from Fairfield station to Salisbury station
- continue development of 2 new above-ground stations at Exhibition and Dutton Park
- complete works at Mayne Yard North
- commence dynamic testing of the European Train Control System
- progress the Expressions of Interest and Requests for Proposal phases for the 3 Gold Coast stations at Merrimac, Hope Island and Pimpama, to be delivered as part of the Cross River Rail project.

Performance statement

Procurement, development and delivery of Cross River Rail

Objective

To lead the procurement, development and delivery of the Cross River Rail project within agreed timeframes.

Description

The key activities and services within this service area include entering and managing contracts and other arrangements for project construction and operation; managing project planning, including inviting and evaluating proposals, and procuring or supplying infrastructure/services; partnering with stakeholders regarding funding opportunities and delivery; obtaining relevant approvals or authorities required and ensuring provision of and safely managing infrastructure, construction, commissioning, delivery and other services.

Service standards	2021–22 Target/Est.	2021–22 Est. Actual	2022–23 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	1.5%	1.4%	1.5%

Budgeted summary

Staffing

The table below shows the Full Time Equivalents (FTEs) as at the 30 June in the respective years.

Service area	2021–22 Budget	2021–22 Est. Actual	2022–23 Budget
Procurement, development and delivery of Cross River Rail	199	189	195
Total FTEs	199	189	195

Capital program

In 2022–23, \$1.289 billion has been allocated to construct a new 10.2 kilometre rail line from Dutton Park to Bowen Hills, including 5.9 kilometres of twin tunnels under the Brisbane River and CBD, 4 new underground stations, 8 rebuilt above ground stations and 3 new stations on the Gold Coast, as well as new signalling technology known as European Train Control System.

	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
Capital purchases	1,512,914	1,391,242	1,212,089
Capital grants	4,180	4,180	77,487
Total capital outlays	1,517,094	1,395,422	1,289,574

Further information about the Cross River Rail Delivery Authority capital outlays can be found in *Budget Paper No. 3: Capital Statement*. There may be variations between the capital program figure quoted across papers as payments across Queensland government agencies are excluded from *Budget Paper No. 3: Capital Statement* and may be included in the figure quoted above.

Financial statements

Income statement

Total revenue is estimated to be \$538.8 million in 2022–23, an increase of \$116.9 million from the 2021–22 Estimated Actual. The increase is primarily due to the timing of delivery by Cross River Rail on the European Train Control System, returnable works and complementary works. These works are fully funded with an equivalent offsetting increase in costs.

Balance sheet

The value of infrastructure work in progress at the end of 2022–23 is \$5.936 billion.

Income statement

Cross River Rail Delivery Authority	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
INCOME			
Taxes
User charges and fees	475,832	347,803	387,349
Grants and other contributions	73,667	74,089	151,461
Interest and distributions from managed funds
Other revenue
Gains on sale/revaluation of assets
Total income	549,499	421,892	538,810
EXPENSES			
Employee expenses	9,236	9,272	9,415
Supplies and services	468,656	341,165	380,634
Grants and subsidies	..	4,180	77,487
Depreciation and amortisation	106	113	107
Finance/borrowing costs	67,152	67,139	71,005
Other expenses	169	23	162
Losses on sale/revaluation of assets	4,180
Total expenses	549,499	421,892	538,810
OPERATING SURPLUS/(DEFICIT)

Balance sheet

Cross River Rail Delivery Authority	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CURRENT ASSETS			
Cash assets	46,120	111,799	124,025
Receivables	192,034	172,827	253,832
Other financial assets
Inventories
Other	6,563	6,563	6,563
Non-financial assets held for sale
Total current assets	244,717	291,189	384,420
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	4,887,488	4,725,316	5,935,687
Intangibles
Other	15,992	15,992	9,441
Total non-current assets	4,903,480	4,741,308	5,945,128
TOTAL ASSETS	5,148,197	5,032,497	6,329,548
CURRENT LIABILITIES			
Payables	27,936	63,905	79,384
Accrued employee benefits	1,037	1,773	1,774
Interest bearing liabilities and derivatives	2,052	1,521	1,539
Provisions
Other
Total current liabilities	31,025	67,199	82,697
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	2,280,442	2,183,770	2,420,877
Provisions
Other
Total non-current liabilities	2,280,442	2,183,770	2,420,877
TOTAL LIABILITIES	2,311,467	2,250,969	2,503,574
NET ASSETS/(LIABILITIES)	2,836,730	2,781,528	3,825,974
EQUITY			
TOTAL EQUITY	2,836,730	2,781,528	3,825,974

Cash flow statement

Cross River Rail Delivery Authority	2021–22 Budget \$'000	2021–22 Est. Actual \$'000	2022–23 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	475,832	347,803	387,349
Grants and other contributions	6,515	6,950	80,456
Interest and distribution from managed funds received
Taxes
Other	137,761	130,397	98,278
Outflows:			
Employee costs	(9,177)	(8,673)	(9,432)
Supplies and services	(594,755)	(421,275)	(479,074)
Grants and subsidies
Borrowing costs
Other	(155)	(625)	(148)
Net cash provided by or used in operating activities	16,021	54,577	77,429
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(462,790)	(444,538)	(405,620)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(462,790)	(444,538)	(405,620)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	1,489,448	1,443,854	1,044,446
Outflows:			
Borrowing redemptions	(1,059,017)	(1,099,343)	(704,029)
Finance lease payments
Equity withdrawals
Net cash provided by or used in financing activities	430,431	344,511	340,417
Net increase/(decrease) in cash held	(16,338)	(45,450)	12,226
Cash at the beginning of financial year	62,458	157,249	111,799
Cash transfers from restructure
Cash at the end of financial year	46,120	111,799	124,025

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 departments 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 2022–23

Service Delivery Statements

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