



State Budget 2012-13

Service Delivery Statements

Department of Tourism, Major Events, Small Business
and the Commonwealth Games



2012–13 State Budget Papers

- 1. Budget Speech**
- 2. Budget Strategy and Outlook**
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Appropriation Bills

The suite of Budget Papers is similar to that published in 2011-12.

In April 2012, machinery-of-Government changes saw the creation of 20 departments with each department reporting directly to one Minister.

These new arrangements have required minor changes to how information is presented in some Budget Papers. The 2012-13 Budget Papers provide continuity of information between the previous departmental structure and the new arrangements.

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Service Delivery Statements

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Department of Tourism, Major Events, Small Business and the Commonwealth Games

Summary of portfolio budgets

Page	Agency	2011-12 Adjusted Budget \$'000	2011-12 Est. Actual \$'000	2012-13 Estimate \$'000
3	Department of Tourism, Major Events, Small Business and the Commonwealth Games—controlled	11,023	5,550	51,281
	Department of Tourism, Major Events, Small Business and the Commonwealth Games—administered	102,515
29	Events Queensland Pty Ltd	36,090	45,540	49,672
38	Gold Coast 2018 Commonwealth Games Corporation	..	4,881	10,055
44	Tourism Queensland Corporation	63,103	66,523	68,260

Note:

1. Explanations of variances are provided in the financial statements.

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PORTFOLIO OVERVIEW

Ministerial and portfolio responsibilities

The Honourable Jann Stuckey MP is the Minister for Tourism, Major Events, Small Business and the Commonwealth Games. Minister Stuckey's portfolio has a key role in growing Queensland's economy by contributing to the Government's goal of doubling overnight visitor expenditure to \$30 billion per annum by 2020 and promoting small business development.

Department of Tourism, Major Events, Small Business and the Commonwealth Games

The department leads whole-of-Government tourism initiatives and supports small business growth through the provision of services and information. We also recognise the essential role of partnerships with industry and government in tourism industry development. The department has two service areas which work in partnership with Events Queensland Pty Ltd, the Gold Coast 2018 Commonwealth Games Corporation and Tourism Queensland Corporation to achieve these goals. The service areas are:

Tourism and Events Development helps to grow Queensland's economy by attracting new visitors to our destinations and new and renewed investment into tourism products.

Business to Government Services facilitates business contact with Queensland Government services essential in starting and running a business, as well as providing information on how to improve efficiency and business resilience.

Further information about the department can be found at www.dtesb.qld.gov.au

Events Queensland Pty Ltd

Events Queensland is responsible for identifying, attracting and developing significant events that contribute to the Queensland economy, enhance the State's profile and foster community pride. Further information regarding Events Queensland can be found at <http://www.eventsqueensland.com.au>

Gold Coast 2018 Commonwealth Games Corporation

The Gold Coast 2018 Commonwealth Games Corporation will plan, organise and deliver the Commonwealth Games, in conjunction with the Australian Commonwealth Games Association and the Commonwealth Games Federation. Further information regarding the corporation can be found at <http://www.goldcoastcity2018.com>

Tourism Queensland Corporation

Tourism Queensland Corporation facilitates the promotion, marketing and development of tourism to and within Queensland to increase leisure visitor expenditure. Further information regarding Tourism Queensland can be found at <http://www.tq.com.au>

Portfolio Structure and Services

Minister for Tourism, Major Events, Small Business and the Commonwealth Games

The Honourable Jann Stuckey MP

Assistant Minister for Tourism

Mr Gavin King MP

Department of Tourism, Major Events, Small Business and the Commonwealth Games

Director-General: Dr Richard Eden

Service Area 1: Tourism and Events Development

Service Area 2: Business to Government Services

Events Queensland Pty Ltd

Interim CEO: Ms Kirsten Herring

Objective: To attract, support, grow and promote successful events in Queensland.

Gold Coast 2018 Commonwealth Games Corporation

CEO: Mr Mark Peters

Objective: To plan, organise and deliver the Commonwealth Games, in conjunction with the Australian Commonwealth Games Association and Commonwealth Games Federation.

Tourism Queensland Corporation

Acting CEO: Ms Leanne Coddington

Objective: To facilitate the promotion, marketing and development of tourism to and within Queensland.

RESOURCES AND PERFORMANCE

DEPARTMENTAL OVERVIEW

Strategic direction

The key goals of the Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB) are to contribute to the tourism industry growth target to increase overnight visitor expenditure in Queensland to \$30 billion per annum by 2020, and to support small business growth.

This will be achieved by:

- leveraging whole-of-Government commitment to growing tourism as a key pillar of our economy
- supporting Queensland's tourism and small businesses to become internationally competitive
- attracting new investment into tourism products
- expanding aviation capacity and routes to our State
- creating the conditions to allow tourism and small business to thrive by reducing red tape
- driving increased visitation through effective marketing and by attracting major events to Queensland
- planning and delivering a successful Commonwealth Games
- strengthening business capability and encouraging small business growth through the provision of information and services
- developing strong and effective partnerships with the tourism industry, new investors and small business across the State.

The department's strengths in the tourism and small business sectors will contribute to the Government's objectives for the community to:

- grow a four pillar economy—through actions aimed at increasing visitor expenditure by an average of 6% per annum between 2010 and 2020
- deliver better infrastructure and better planning—through our aviation and tourism investment attraction strategies, and by ensuring the Commonwealth Games provides a legacy for Queensland
- revitalise front line services—continued improvement to business' ability to transact with Government through Business Online Services integration into the business and industry portal (www.business.qld.gov.au), and the Council of Australian Governments commitment to improve the regulatory environment for business and deliver a National Seamless Economy
- restore accountability in Government—through implementation of good governance, effective and efficient business practices and systems and value for money services.

The department is helping Queensland's 412,000 small businesses to grow and succeed. These businesses employ approximately half of all Queenslanders, and span every industry sector and stimulate innovation, employment and economic growth. The importance of small business is reflected in the department's strategy, where the Government's consultation processes and capability building services are easy and convenient for business to use and deliver the desired outcomes.

The department is specifically focused on Queensland's tourism industry which continues to face strong domestic and international competition. The tourism industry and small businesses provide jobs in regional and rural Queensland, and 90% of the tourism industry is small business. Queensland communities rely on these jobs to support their economies.

Two major challenges for DTESB and our small business and tourism stakeholders include:

- capitalising on market demand and staying ahead of the competition requires new partnership models across the portfolio and with industry and regional bodies
- ongoing global economic conditions and the strong Australian dollar contribute to strong global competition for tourism visitors, business investment and customers.

The Gold Coast 2018 Commonwealth Games provides an opportunity to deliver value for money, create jobs and support local businesses accessing supply chains for major projects; to meet the expectations of participants and sporting fans; and to leave a lasting economic and tourism legacy to the Gold Coast and Queensland.

In 2012-13, DTESB will continue to focus on its objectives and deliver against Government commitments by:

- delivering the actions agreed under the DestinationQ partnership agreement with the tourism industry, and using the results to develop a long-term tourism strategy to best target marketing, product development and trade events opportunities
- encouraging promotion of tourism destinations through the development of a Queensland drive tourism strategy
- negotiating to attract new aviation business and routes into Queensland
- working with investors and project proponents to encourage the development of new tourism products in Queensland
- supporting key partners in improving access for tourism and ecotourism operators in and near national parks
- progressing preparations for the Gold Coast 2018 Commonwealth Games, including finalising the Commonwealth Games Village business case and developing a Commonwealth Games venue and village master plan
- finalising design and planning for the redevelopment of the Gold Coast Aquatic Centre
- streamlining our services to small business through:
 - improved data analysis on small business trends and opportunities; and
 - increased access to Queensland Government services via our online portal.
- making it simpler to do business with Government through:
 - contributing to the whole-of-Government target to reduce red tape by 20% over six years;
 - influencing national, state and local regulatory agencies to reduce the regulatory burden on small business and tourism operators;
 - continuing to consolidate the Business Online Service into the business and industry website (www.business.qld.gov.au) to ensure a one-stop-shop for all Government advice and transactions required to run a business;
 - enabling businesses to contact Government, access services and undertake transactions via their preferred method and channel;
 - facilitating the adoption of knowledge and information by small business through the planned delivery of webinars; and
 - strengthening the voice of small business within Government through advocacy, the Queensland Small Business Advisory Council and participation in national forums such as the Small Business Officials Group.

Key achievements for the department in 2011-12 included:

- established DestinationQ to ensure a whole-of-Government approach to tourism. The inaugural DestinationQ forum was held in Cairns in June 2012 and resulted in an action plan for the next 12 months with a commitment to the tourism industry for the future. DestinationQ aims to:

- revitalise relationships between the Government, Tourism Queensland Corporation, regional tourism organisations and industry;
 - restore Queensland as Australia’s premier tourism destination;
 - grow visitor expenditure to \$30 billion per annum by 2020 (double the 2010 visitor expenditure figure);
 - improve employment and investment opportunities in the tourism industry; and
 - direct and maintain Government and industry focus on trends and issues affecting the development of tourism in Queensland.
- established the Tourism Cabinet Committee, which draws whole-of-Government support for Queensland’s tourism industry
 - secured the 2018 Commonwealth Games on the Gold Coast. This will be the first time the Commonwealth Games have been hosted by a regional city in Australia and is the largest international sporting event to be held in Australia in the next decade. This provides Queensland with unrivalled global visibility and the opportunity to showcase its many attributes
 - established the Gold Coast 2018 Commonwealth Games Corporation; and established the Office of Commonwealth Games Coordination and governance structures to support government agencies involved in the delivery of the Commonwealth Games
 - established the Tourism Investment Attraction Unit which aims to promote and facilitate private investment into the industry for the revitalisation of existing tourism assets and the creation of new tourism products. A Tourism Investment Attraction Strategy is being finalised.
 - developed Tourism Pathways, a user friendly online diagnostic tool that enables tourism operators to easily choose business support programs relevant to their needs
 - developed a suite of programs to support the viability of businesses, so jobs will be retained and created. Programs increase business competitiveness and productivity through promoting the use of new digital technologies, exploring new ways of doing business and strengthening the business management skills necessary for business growth
 - provided one-to-one business planning support to 530 businesses impacted by the January 2011 floods and Cyclone Yasi and the 2012 Western Queensland flood, to develop strategies to respond to, and recover from economic and environmental crisis, supporting the retention of 6,157 jobs
 - delivered one-to-one business planning support to 136 vulnerable businesses and action plan implementation for 246 businesses that supported the retention of 4,279 jobs with an additional 657 jobs projected in the long-term
 - assisted 84 businesses under the Mentoring for Growth program with panels of volunteer business mentors. Mentors provided 698 voluntary hours focusing on growth opportunities and commercial challenges. Participant businesses have experienced increased turnover and R&D investment, with two companies raising a total of \$15 million in capital investment
 - developed 50 business regulatory forms which can be automatically populated with customer data from the Australian Business Account. This saves businesses time and money in completing their regulatory obligations.

Departmental Budget Summary

The table below shows the total resources available in 2012-13 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Department of Tourism, Major Events, Small Business and the Commonwealth Games	2011-12 Adjusted Budget \$'000	2011-12 Est Actual \$'000	2012-13 Estimate \$'000
CONTROLLED			
Income			
Appropriation for services ¹			
Deferred from previous year/s	3,400
Balance of service appropriation	9,433	5,492	47,820
Other revenue	1,590	58	61
Total income	11,023	5,550	51,281
Expenses			
Tourism and Events Development	4,378	2,007	41,621
Business to Government Services	6,645	3,543	9,660
Total expenses	11,023	5,550	51,281
Operating surplus/deficit
Net assets	(31)	30	503
ADMINISTERED			
Revenue			
Commonwealth revenue
Appropriation of administered items	102,515
Other administered revenue	..	120	..
Total revenue	..	120	102,515
Expenses			
Transfers to government	..	120	..
Administered expenses	102,515
Total expenses	..	120	102,515
Net assets
APPROPRIATIONS			
Controlled Items			
Departmental services ¹	9,433	9,073	47,639
Equity adjustment	473
Administered items	102,515
VOTE TOTAL²	9,433	9,073	150,627

Notes:

1. Appropriation for services does not match appropriation for departmental services due to appropriation payable of \$3.58 million.
2. The Vote total for 2011-12 Adjusted Budget and 2011-12 Estimated Actual does not agree to the 2011-12 Appropriation Act due to machinery-of-Government changes during 2011-12.

Budget Measures Summary

The table shows a summary of Budget measures relating to the Department since the 2011-12 Budget. Further details are contained in Budget Paper No. 4.

Department of Tourism, Major Events, Small Business and the Commonwealth Games	2011-12 \$'000	2012-13 \$'000	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000
Revenue measures					
Up to and including 2011-12 MYR					
Administered
Departmental
2012-13 Budget					
Administered
Departmental
Total revenue measures					
Administered
Departmental
Expense measures					
Up to and including 2011-12 MYR					
Administered
Departmental	18,354	12,452	29,491	113,570	193,773
2012-13 Budget					
Administered	(120)	19,006	(1,445)	(1,445)	7,079
Departmental	(5,113)	437	(875)	(875)	(875)
Total expense measures¹					
Administered	(120)	19,006	(1,445)	(1,445)	7,079
Departmental	13,241	12,889	28,616	112,695	192,898
Capital measures					
Up to and including 2011-12 MYR					
Administered
Departmental	..	473	36,438	124,342	186,773
2012-13 Budget					
Administered
Departmental
Total capital measures¹					
Administered
Departmental	..	473	36,438	124,342	186,773

Note:

1. The totals for 2012-13 reconcile with Budget Paper 4.

Staffing¹

	Notes	2011-12 Adjusted Budget	2011-12 Est. Actual	2012-13 Estimate
TOTAL	2, 3	126	128	107

Notes:

1. Full-time equivalents (FTEs) as at 29 June 2012.
2. The 2011-12 Adjusted Budget have been recast to reflect the following machinery-of-Government changes:
 - addition of the Office of Commonwealth Games Coordination from the Department of the Premier and Cabinet
 - addition of that part of the Department of Employment, Economic Development and Innovation responsible for (a) tourism and (b) business development including the Office of the Queensland Business Commissioner and the associated executive support services.
3. The 2011-12 Estimated Actual and 2012-13 Estimate do not include staff on other agencies' establishment providing services to the Department of Tourism, Major Events, Small Business and the Commonwealth Games through Corporate Partnership arrangements.

SERVICE PERFORMANCE

The Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB) works to grow small business and maximise the economic benefits of tourism for Queensland. Our services are grouped into two areas of economic development: Tourism and Events Development; and Business to Government Services. Our service areas are:

Tourism and Events Development promotes sustainable industry growth by delivering a strategic, whole-of-Government approach to the future of tourism. It attracts investment into our State's tourism products by showcasing Queensland as an investment destination through initiatives such as a new ecotourism investment model and the attracting aviation investment fund. It also works across government to improve the planning and approval processes for new tourism industry projects. Tourism and Events Development works closely with Events Queensland and Tourism Queensland Corporation to ensure events attraction and tourism marketing help deliver on the Government's objective to grow tourism as one of the four pillars of the economy.

This service area also focuses on developing future events for Queensland to ensure our State benefits from the boost that major events can provide to the tourism industry and the economy. It also works in partnership with the 2018 Gold Coast Commonwealth Games Corporation to plan and prepare for the Commonwealth Games. Tourism and Events Development works to ensure industry has opportunities to invest in our State's tourism activities, and aligns with the Government's objective to deliver better infrastructure and better planning for our State.

Business to Government Services ensures the department can effectively provide information and services to business, to encourage small business growth and promote a diverse economic base for Queensland. Small businesses represent over 95% of businesses State-wide and employ almost half of all private sector workers. These businesses are essential for a vibrant Queensland economy and tourism industry, and measures include client satisfaction with our department's services to ensure we continue to meet business and industry needs.

This service area improves business accessibility to Government information and services and encourages more effective service delivery by having feedback mechanisms connected to our existing services. It also promotes further engagement by our clients with our online services and aligns with the department's objectives to provide a stronger digital and online presence.

2012-13 Service Summary

Service area	Sources of Revenue				
	Total cost \$'000	State Contribution \$'000	User Charges \$0'000	C'wealth Revenue \$'000	Other Revenue \$'000
Tourism and Events Development	41,621	41,604	17
Business to Government Services	9,660	9,616	44
Total	51,281	51,220	61

Note:

1. Explanations of variances are provided in the financial statements.

Performance Statement

	Notes	2011-12 Target/est.	2011-12 Est. actual	2012-13 Target/est.
Service area: Tourism and Events Development¹				
Service standards				
Amount of additional capital attracted into tourism investment	2	New measure	..	\$25 million
Other measures				
Number of cross-agency tourism projects/strategies delivered	2,7	New measure	..	4
Number of <i>DestinationQ</i> actions undertaken/responded to	2,8	New measure	..	300
The number of tourism projects that receive facilitation assistance	2,9	New measure	..	10
The number of targeted tourism investment attraction initiatives delivered globally.	2,10	New measure	..	10
The percentage of Commonwealth Games Federation planning requirements met	2	New measure	..	90%
The number of capital works projects commenced on schedule	2	New measure	..	1
State contribution (\$000)		18,144	33,735	41,604
Other revenue (\$000)		43	85	17
Total cost (\$000)		18,187	33,820	41,621

Service area: Business to Government Services³

Service standards

Estimated value of efficiency savings by businesses assisted by DTESB

4 New measure .. \$55 million

Estimated Value of costs avoided by businesses assisted

4 New measure .. \$100 million

Other measures

Improvements to Service Delivery – Increased number of services available online

4 New measure .. 150

	Notes	2011-12 Target/est.	2011-12 Est. actual	2012-13 Target/est.
Businesses assisted by Queensland Government services by accessing services online	4	New measure	..	50,000
The number of structured programs/activities helping businesses build their capacity, improve their performance and/or access opportunities	5	608	749	106
The number of business participants in structured development activities	6	532	492	1,262
The percentage of customer satisfaction with our services	4	New measure	..	80%
Percentage of customers that find online services useful	4	New measure	..	80%
State contribution (\$000)		15,527	14,223	9,616
Other revenue (\$000)		2,993	1,611	44
Total cost (\$000)		18,520	15,834	9,660

Notes:

1. Tourism and Events Development is a new service area introduced from 2012-13.
2. This is a new measure introduced from 2012-13 to measure the performance of the Tourism and Events Development service area. As a result, no 2011-12 estimated actual data is available for this measure. Data will be reported against this measure from 2012-13.
3. Business to Government is a new service area introduced from 2012-13.
4. This is a new measure introduced from 2012-13 to measure the performance of the Business to Government service area. As a result, no 2011-12 estimated actual data is available for this measure. Data will be reported against this measure from 2012-13.
5. The decrease in the 2012-13 target is a result of the cessation of the Jobs Assist Program to realign resources to the priorities of the Government; and the realignment of some activities previously being captured under this measure to *'The number of business participants in structured development activities'*.
6. The increase in the 2012-13 target is due to the realignment of some activities previously being captured under the measure *'The number of structured programs/activities helping businesses build their capacity, improve their performance and/or access opportunities'*.
7. There are 53 projects/strategies identified as part of DestinationQ outcomes that are being worked on by a number of departments. This measure is designed to capture those priority, cross-agency projects/strategies that are being led by DTESB.
8. This measure represents the number of DestinationQ actions that can be delivered and/or appropriately considered and responded to in 2012-13.

9. This measure captures services that support proponents seeking to develop and commercialise a tourism investment project.
10. This measure represents attraction initiatives facilitated by the department which provide proponents an opportunity to seek capital for tourism infrastructure projects.

Discontinued Measures

Performance measures included in the 2011-12 Service Delivery Statements that have been discontinued or replaced by better measures are reported in the following table.

	Notes	2011-12 Target/est.	2011-12 Est. actual	2012-13 Target/est.
Service area: Tourism and Events Development				
Pieces of legislation and regulatory frameworks reviewed and reformed	1,2	3	1	Discontinued measure
Service area: Business to Government Services				
Proportion of stakeholders who have a high level of satisfaction with our consultative and engagement processes	3,4	80%	98%	Discontinued measure
Estimated value of efficiency savings or new business generated by businesses assisted	5,6	\$27 million	\$20.7 million	Discontinued measure
Information transactions and packages provided to business	7,8	296,000	243,340	Discontinued measure

Notes:

1. The 2011-12 target was based upon the legislative program of the previous Government. These actions lapsed with the calling of the election.
2. This measure was previously presented in the Science, Agriculture, Food and Regional Services service area of the former Department of Employment, Economic Development and Innovation (DEEDI). This measure was related to a review of Tourism Portfolio legislation and was only relevant for this portfolio. This performance measure is discontinued due to a change in Government policy.
3. The overachievement of the 2011-12 target was due to customer satisfaction ranking very good to excellent.
4. This measure is discontinued due to a change in Government policy and the cessation of the Jobs Assist Program.
5. The underachievement reflects the current economic situation which impacts heavily on business operators and business intenders.
6. This measure was previously presented in the Science, Agriculture, Food and Regional Services service area and the Employment and Economic Development service area of the former DEEDI. The data presented represents the contribution of the Business to Government service area only. This measure has been consolidated into the new measure *Estimated value of efficiency savings by businesses assisted by DTESB*.
7. The variance is due to the channel shift to the Business and Industry Franchise (BIF), where customers are choosing to access information through www.business.qld.gov.au, SmartLicence Online (SLOL) and GOBIS Online (GOL) have decreased due to no external marketing to the business community and potentially due to the relocation to the BIF where SLOL and GOL do not have a dominant presence as it once did in the past.
8. This measure was previously presented in the Science, Agriculture, Food and Regional Services service area and the Employment and Economic Development service area of the former DEEDI. The data presented represents the contribution of the Business to Government service area only. This measure is no longer relevant as some parts have been consolidated into the new measure *Estimated value of efficiency savings by businesses assisted by DTESB* and the remaining parts are no longer the responsibility of this department.

Administered Items

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

The Department of Tourism, Major Events, Small Business and the Commonwealth Games administers funds on behalf of the State which includes provision of funding to Events Queensland and Tourism Queensland.

Events Queensland Pty Ltd is responsible for identifying, attracting and developing significant events that contribute to the Queensland economy, Queensland industries, enhance the profile of Queensland and foster community pride.

Tourism Queensland Corporation facilitates the promotion, marketing and development of tourism to and within Queensland to increase leisure visitor expenditure, maximise market share, increase visitor dispersal and maximise sustainable tourism growth.

Financial statements and variance explanations in relation to Administered Items appear in the Departmental Financial Statements.

CAPITAL

Capital program

Total capital purchases for the Department of Tourism, Major Events, Small Business and the Commonwealth Games in 2012-13 is \$0.49 million.

This investment includes development of the Parklands Commonwealth Games Village which aims to accommodate 6,500 athletes and officials during the 2018 Commonwealth Games. Redevelopment of Parklands is expected to commence in October 2013. In 2012-13 \$0.47 million is allocated towards the rollout of early works on design of a Master Plan and commencement of the procurement process to select a Games Village developer.

Capital budget statement

Department of Tourism, Major Events, Small Business and the Commonwealth Games	Notes	2011-12 Adjusted Budget \$'000	2011-12 Est. Actual \$'000	2012-13 Estimate \$'000
Capital Purchases¹				
Total land, buildings and infrastructure		473
Total plant and equipment		..	1	16
Total other capital	
Total Capital Purchases	1	..	1	489

Note:

1. For more detail on the agency's capital acquisitions please refer to Budget Paper 3

BUDGETED FINANCIAL STATEMENTS

Analysis of budgeted financial statements

An analysis of the Department's budgeted financial statements, as reflected in the Department's financial statements, is provided below.

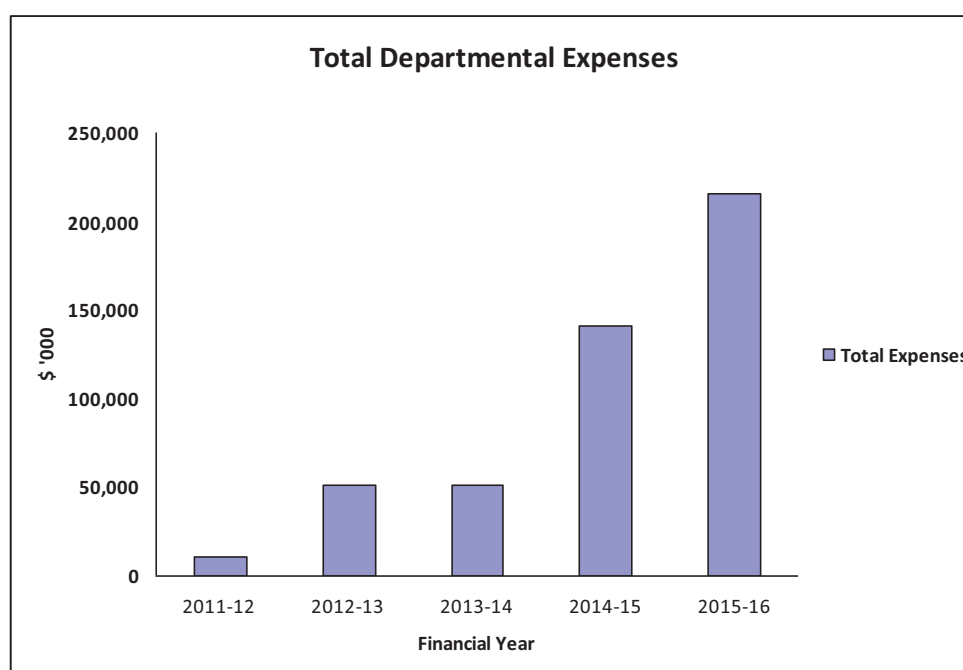
Departmental income statement

Total expenses are estimated to be \$51.3 million in 2012-13, an increase of \$40.3 million from the 2011-12 financial year. The 2011-12 financial year reflects two months of activities compared to the 2012-13 financial year which contains a full year's budget. The 2012-13 financial year includes additional expenses for the 2018 Gold Coast Commonwealth Games, Attracting Aviation Investment, and funding for AFC 2015 Asian Cup and Townsville V8 Supercars partially offset by budgeted savings measures.

As part of the Government's efforts to repair the State's fiscal position, the department has been requested to make savings. With employee expenses accounting for nearly half of State Government expenditure, reductions in employee expenses are necessary to reduce the deficits and stabilise debt. The amount of savings for the department, includes the bring forward of the 3% employee expenses cap, this adjustment by the department will assist with the \$4 billion fiscal repair task outlined by the Independent Commission of Report and an allocation relating to the delivery of the previous Government's Voluntary Separation Program that was built into the forward estimates.

The increase over the next few years primarily results from increased activity to prepare for the 2018 Gold Coast Commonwealth Games partially offset by budgeted savings measures.

Chart: Total Controlled departmental expenses across the Forward Estimates period



Note:

1. Direct comparison cannot be made between expenses in the 2011-12 year and expenses in 2012-13 and subsequent years because of machinery-of-Government changes which took place in 2011-12.

Departmental balance sheet

The Department's major assets in the 2012-13 Estimate are property, plant and equipment which represents capital works in progress assets (\$0.473M) for the 2018 Gold Coast Commonwealth Games. This is due to increase up to \$348 million by 2015-16, as a result of the construction and upgrade of sporting facilities, as well as the development of the Games Village in preparation for the 2018 Gold Coast Commonwealth Games.

INCOME STATEMENT

Department of Tourism, Major Events, Small Business and the Commonwealth Games	Notes	2011-12 Adjusted Budget \$'000	2011-12 Est. Act. \$'000	2012-13 Estimate \$'000
Income				
Service revenue	1,6,12	9,433	5,492	51,220
User charges		5	58	61
Grants and other contributions	2,7	1,585
Other revenue	
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		11,023	5,550	51,281
Expenses				
Employee expenses	3,8,13	3,709	4,299	12,359
Supplies and services	4,9,14	2,301	854	7,689
Grants and subsidies	5,10,15	4,972	374	27,296
Depreciation and amortisation		..	1	16
Finance/borrowing costs	
Other expenses	11,16	41	22	3,921
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		11,023	5,550	51,281
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Department of Tourism, Major Events, Small Business and the Commonwealth Games	Notes	2011-12 Adjusted Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)		473
Equity adjustments (MoG transfers)		(31)	30	..
Total movement in equity for period		(31)	30	473

BALANCE SHEET

Department of Tourism, Major Events, Small Business and the Commonwealth Games	Notes	2011-12 Adjusted Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
CURRENT ASSETS				
Cash assets	17,20,23	201	4,628	1,597
Receivables		272	207	57
Other financial assets	
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		473	4,835	1,654
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	22,24	..	10	483
Intangibles	
Other	
Total non-current assets		..	10	483
TOTAL ASSETS		473	4,845	2,137
CURRENT LIABILITIES				
Payables	18,21	219	858	1,383
Accrued employee benefits		217	233	233
Interest-bearing liabilities and derivatives	
Provisions	
Other	19,25	68	3,724	18
Total current liabilities		504	4,815	1,634
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		504	4,815	1,634
NET ASSETS/(LIABILITIES)		(31)	30	503
EQUITY				
Capital/contributed equity		(31)	30	503
Accumulated surplus/(accumulated deficit)	
Reserves:				
- Asset revaluation surplus	
- Other (specify)	
TOTAL EQUITY		(31)	30	503

CASH FLOW STATEMENT

Department of Tourism, Major Events, Small Business and the Commonwealth Games	Notes	2011-12 Adjusted Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Service receipts	26,31,38	9,433	9,073	47,639
User charges		5	128	86
Grants and other contributions	27,32	1,585
Other	
Outflows:				
Employee costs	28,33,39	(3,709)	(4,299)	(12,359)
Supplies and services	29,34,40	(2,100)	77	(7,164)
Grants and subsidies	30,35,41	(4,972)	(374)	(27,302)
Borrowing costs	
Other	36,42	(41)	(22)	(3,915)
Net cash provided by/(used in) operating activities		201	4,583	(3,015)
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	37,43	..	(1)	(489)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		..	(1)	(489)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections		473
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		473
Net increase/(decrease) in cash held		201	4,582	(3,031)
Cash at the beginning of financial year		4,628
Cash transfers from restructure		..	46	..
Cash at the end of financial year		201	4,628	1,597

ADMINISTERED INCOME STATEMENT

Department of Tourism, Major Events, Small Business and the Commonwealth Games	Notes	2011-12 Adjusted Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
Revenues				
Commonwealth grants	
Taxes, fees and fines	
Royalties, property income and other territorial Revenue	
Interest	
Administered revenue	46,48	102,515
Other	44,49	..	120	..
Total revenues		..	120	102,515
Expenses				
Supplies and services	
Depreciation and amortisation	
Grants and subsidies	47,50	102,515
Benefit payments	
Borrowing costs	
Other	
Total expenses		102,515
Net surplus or deficit before transfers to Government		..	120	..
Transfers of administered revenue to Government	45,51	..	120	..
OPERATING SURPLUS/(DEFICIT)	

ADMINISTERED BALANCE SHEET

Department of Tourism, Major Events, Small Business and the Commonwealth Games	Notes	2011-12 Adjusted Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
CURRENT ASSETS				
Cash assets	
Receivables	
Inventories	
Other	
Non-financial assets held for sale	
Total current assets	
NON-CURRENT ASSETS				
Receivables	52,54	..	120	..
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets		..	120	..
TOTAL ADMINISTERED ASSETS		..	120	..
CURRENT LIABILITIES				
Payables	
Transfers to Government payable	53,55	..	120	..
Interest-bearing liabilities	
Other	
Total current liabilities		..	120	..
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities	
Other	
Total non-current liabilities	
TOTAL ADMINISTERED LIABILITIES		..	120	..
ADMINISTERED NET ASSETS/(LIABILITIES)	
EQUITY				
Capital/Contributed equity	
Accumulated surplus/(Accumulated deficit)	
Reserves:				
- Asset revaluation surplus	
- Other (specify)	
TOTAL ADMINISTERED EQUITY	

ADMINISTERED CASH FLOW STATEMENT

Department of Tourism, Major Events, Small Business and the Commonwealth Games	Notes	2011-12 Adjusted Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	56,60	102,515
Grants and other contributions	
Taxes, fees and fines	
Royalties, property income and other territorial revenues	
Other	57,61	120
Outflows:				
Transfers to Government	58,62	(120)
Grants and subsidies	59,63	(102,515)
Supplies and services	
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities	
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(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/(used in) financing activities	
Net increase/(decrease) in cash held	
Administered cash at beginning of financial year	
Cash transfers from restructure	
Administered cash at end of financial year	

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

The Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB) was created in April 2012 as a result of the following machinery-of-Government changes with an effective date of 3 April 2012:

- Small Business Capability, Small Business Regulatory Reform, Small Business Resilience, Tourism Development and Promotion and Investment Promotion functions transferred from Department of Employment, Economic Development and Innovation (DEEDI)
- Motor Racing Event functions (under the Motor Racing Events Act 1990) transferred from the Department of Communities, Child Safety and Disability Services
- Commonwealth Games (under the Commonwealth Games Arrangements Act 2011) functions transferred from the Department of Premier and Cabinet.

Consequently, the 2011-12 Adjusted Budget and 2011-12 Estimated Actual in the financial statements reflect two months of activities relating to these transferred functions.

Major variations between 2011-12 Adjusted Budget and 2011-12 Estimated actual include:

1. The reduction is principally due to the ceasing of Growing Tourism Investment Grants and Toward Tomorrow's Workplace programs, lapsed funding for the Jobs Assist program and Office of the Queensland Business Commissioner, Voluntary Separation Program (VSP) adjustments and the realignment of project funding to match anticipated cashflows for Business Online Services and Small Business consultancies. This is partially offset by additional funding provided during 2011-12 for the 2018 Gold Coast Commonwealth Games.
2. The reduction principally relates to savings under the Flood and Cyclone Recovery Business Program.
3. The increase reflects additional expenses for the 2018 Gold Coast Commonwealth Games. This is partially offset by a reduction relating to savings within Office of the Queensland Business Commissioner and VSP adjustments.
4. The reduction principally relates to the Jobs Assist program, Office of the Queensland Business Commissioner, Toward Tomorrow's Workplace program, reduced activity under the Flood and Cyclone Recovery Business Program and the realignment of project funding to match anticipated cashflows for Business Online Services and Small Business consultancies. This is partially offset by increased activity for the 2018 Gold Coast Commonwealth Games.
5. The reduction is due to the cessation of Growing Tourism Investment Grants and realignment of grant funding to match anticipated cash flows.

Major variations between 2011-12 Adjusted Budget and 2012-13 Estimate include:

The 2012-13 Estimate contains a full year's budget while the 2011-12 Adjusted Budget contains two months.

6. The increase principally relates to funding provided for the 2018 Gold Coast Commonwealth Games, Attracting Aviation Investment, Townsville V8 Supercars, AFC 2015 Asian Cup and realignment of project funding to match anticipated cashflows for projects including Business Online Services and Small Business consultancies. This is partially offset by a reduction relating to the ceasing of Growing Tourism Investment Grants, Toward Tomorrow's Workplace program and cessation of the Office of the Queensland Business Commissioner and Jobs Assist Program, Integrated Service Delivery savings, VSP adjustments and budgeted savings targets to reduce employee expenses across Government.
7. The reduction principally relates to revenues received for reimbursement of expenses under the Flood and Cyclone Recovery Business Program following its cessation at 30 June 2012.
8. The increase primarily relates to expenses for the 2018 Gold Coast Commonwealth Games. This is partially offset by a reduction relating to the cessation of the Office of the Queensland Business Commissioner, VSP adjustments and mandated savings targets to reduce employee expenses across Government.
9. The increase principally includes expenses for the 2018 Gold Coast Commonwealth Games, realignment of project expenses to match anticipated cashflows for projects including Business Online Services and Small Business consultancies. This is partially offset by a reduction relating to the ceasing of Toward Tomorrow's Workplace program and the Office of the Queensland Business Commissioner, Jobs Assist Program, Flood and Cyclone Business Recovery Program, Integrated Service Delivery savings and budgeted savings targets to reduce employee expenses across Government.

10. The increase principally relates to the 2018 Gold Coast Commonwealth Games, Attracting Aviation Investment, Townsville V8 Supercars and AFC 2015 Asian Cup. This is partially offset by a reduction from the cessation of Growing Tourism Investment Grants.
11. The increase principally relates to the 2018 Gold Coast Commonwealth Games.

Major variations between 2011-12 Estimated Actual and the 2012-13 Estimate include:

The 2012-13 Estimate contains a full year's budget while the 2011-12 Estimated Actual contains two months.

12. The increase principally relates to the 2018 Gold Coast Commonwealth Games, Attracting Aviation Investment, Townsville V8 Supercars, AFC 2015 Asian Cup and realignment of project funding to match anticipated cashflows for projects including Business Online Services and Small Business consultancies. This is partially offset by a reduction relating to the cessation of the Office of the Queensland Business Commissioner, Integrated Service Delivery savings and budgeted savings targets to reduce employee expenses across Government.
13. The increase principally relates to the 2018 Gold Coast Commonwealth Games. This is partially offset by a reduction for budgeted savings targets to reduce employee expenses across Government and cessation of the Office of the Queensland Business Commissioner.
14. The increase principally relates to the 2018 Gold Coast Commonwealth Games and realignment of project funding to match anticipated cashflows for projects including Business Online Services and Small Business consultancies.
15. The increase principally relates to expenses for the 2018 Commonwealth Gold Coast Games, Attracting Aviation Investment, Townsville V8 Supercars and AFC 2015 Asian Cup.
16. The increase principally relates to expenses for the 2018 Gold Coast Commonwealth Games.

Balance sheet

Major variations between 2011-12 Adjusted Budget and 2011-12 Estimated actual include:

17. Increase in Cash Assets includes cash to be returned from savings within the 2018 Gold Coast Commonwealth Games due to the timing in establishing the Gold Coast 2018 Commonwealth Games Corporation and appointment of staff within the Corporation.
18. Includes Payables for Finance and Human Resource transactions for the 2018 Gold Coast Commonwealth Games.
19. Includes savings to be returned from the 2018 Gold Coast Commonwealth Games due to the timing in establishing the Gold Coast 2018 Commonwealth Games Corporation and appointment of staff within the Corporation.

Major variations between 2011-12 Adjusted Budget and 2012-13 Estimate include:

The 2012-13 Estimate contains a full year's budget while the 2011-12 Adjusted Budget contains two months.

20. Increase reflects full year impact from departmental operations on Cash assets.
21. Increase reflects full year impact from departmental operations on Payables.
22. Increase relates to 2018 Gold Coast Commonwealth Games early works associated with the design of the Games Village.

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

The 2012-13 Estimate contains a full year's budget while the 2011-12 Estimated Actual contains two months.

23. Reduction reflects the return of savings related to the 2018 Gold Coast Commonwealth Games due to the timing in establishing the Gold Coast 2018 Commonwealth Games Corporation and appointment of staff within the Corporation.
24. Increase relates to 2018 Gold Coast Commonwealth Games early works associated with the design of the Games Village.
25. Reduction reflects the return of savings relating to the 2018 Gold Coast Commonwealth Games due to the timing in establishing the Gold Coast 2018 Commonwealth Games Corporation and appointment of staff within the Corporation.

Cash flow statement

Major variations between 2011-12 Adjusted Budget and 2011-12 Estimated actual include:

26. The reduction is principally due to ceasing Growing Tourism Investment Grants and Toward Tomorrow's Workplace programs, lapsed funding for the Jobs Assist program and Office of the Queensland Business Commissioner, Voluntary Separation Program (VSP) adjustments and the realignment of project funding to match anticipated cashflows for Business Online Services and Small Business consultancies. This is partially offset by additional funding provided during 2011-12 for the 2018 Gold Coast Commonwealth Games.
27. The reduction principally relates to savings from the Flood and Cyclone Recovery Business Program.
28. The increase reflects additional expenses for the 2018 Gold Coast Commonwealth Games. This is partially offset by a reduction relating to savings within Office of the Queensland Business Commissioner and VSP adjustments.
29. The reduction principally relates to the Jobs Assist program, Office of the Queensland Business Commissioner, Toward Tomorrow's Workplace program, reduced activity under the Flood and Cyclone Recovery Business Program and the realignment of project funding to match anticipated cashflows for Business Online Services and Small Business consultancies. This is partially offset by increased activity for the 2018 Gold Coast Commonwealth Games.
30. The reduction is due to the cessation of Growing Tourism Investment Grants and realignment of grant funding to match anticipated cash flows.

Major variations between 2011-12 Adjusted Budget and 2012-13 Estimate include:

The 2012-13 Estimate contains a full year's budget while the 2011-12 Adjusted Budget contains two months.

31. The increase principally relates to the 2018 Gold Coast Commonwealth Games, Attracting Aviation Investment, Townsville V8 Supercars, AFC 2015 Asian Cup and realignment of project funding to match anticipated cashflows for projects including Business Online Services and Small Business consultancies. This is partially offset by a reduction relating to the ceasing of Growing Tourism Investment Grants, Toward Tomorrow's Workplace program and cessation of the Office of the Queensland Business Commissioner and Jobs Assist Program, Integrated Service Delivery savings, VSP adjustments and budgeted savings targets to reduce employee expenses across Government.
32. The reduction principally relates to revenues received for reimbursement of expenses under the Flood and Cyclone Recovery Business Program following its cessation at 30 June 2012.
33. The increase primarily relates to the 2018 Gold Coast Commonwealth Games. This is partially offset by a reduction relating to the cessation of the Office of the Queensland Business Commissioner, VSP adjustments and budgeted savings targets to reduce employee expenses across Government.
34. The increase principally relates to the 2018 Gold Coast Commonwealth Games, realignment of project expenses to match anticipated cashflows for projects including Business Online Services and Small Business consultancies. This is partially offset by a reduction relating to the ceasing of Toward Tomorrow's Workplace program, Office of the Queensland Business Commissioner, Jobs Assist Program and Integrated Service Delivery savings.
35. The increase principally relates to the 2018 Gold Coast Commonwealth Games, Attracting Aviation Investment, Townsville V8 Supercars and AFC 2015 Asian Cup. This is partially offset by a reduction from the cessation of Growing Tourism Investment Grants.
36. The increase principally relates to the 2018 Gold Coast Commonwealth Games.
37. Increase relates to 2018 Gold Coast Commonwealth Games early works associated with the design of the Games Village.

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

The 2012-13 Estimate contains a full year's budget while the 2011-12 Estimated Actual contains two months.

38. The increase principally relates to the 2018 Gold Coast Commonwealth Games, Attracting Aviation Investment, Townsville V8 Supercars and AFC 2015 Asian Cup and realignment of project funding to match anticipated cashflows for projects including Business Online Services and Small Business consultancies. This is partially offset by a reduction relating to the cessation of the Office of the Queensland Business Commissioner, Integrated Service Delivery savings and budgeted savings targets to reduce employee expenses across Government.
39. The increase relates to the 2018 Gold Coast Commonwealth Games. This is partially offset by a reduction due to budgeted savings targets to reduce employee expenses across Government and cessation of the Office of the Queensland Business Commissioner.

40. The increase principally relates to the 2018 Gold Coast Commonwealth Games and realignment of project funding to match anticipated cashflows for projects including Business Online Services and Small Business consultancies.
41. The increase principally relates to the 2018 Commonwealth Gold Coast Games, Attracting Aviation Investment, Townsville V8 Supercars and AFC 2015 Asian Cup.
42. The increase principally relates to the 2018 Gold Coast Commonwealth Games.
43. Increase relates to 2018 Gold Coast Commonwealth Games early works associated with the design of the Games Village.

Administered income statement

Major variations between 2011-12 Adjusted Budget and 2011-12 Estimated actual include:

44. Increase reflects savings from within Tourism Queensland.
45. Increase reflects savings from within Tourism Queensland.

Major variations between 2011-12 Adjusted Budget and 2012-13 Estimate include:

The 2012-13 Estimate contains a full year's budget while the 2011-12 Adjusted Budget contains two months.

46. Increase reflects Administered funding received for Tourism Queensland and Events Queensland.
47. Increase reflects grants for Tourism Queensland and Events Queensland.

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

The 2012-13 Estimate contains a full year's budget while the 2011-12 Estimated Actual contains two months.

48. Increase reflects Administered funding received for Tourism Queensland and Events Queensland.
49. Reduction reflects savings from within Tourism Queensland.
50. Increase reflects grants for Tourism Queensland and Events Queensland.
51. Reduction reflects savings from within Tourism Queensland.

Administered balance sheet

Major variations between 2011-12 Adjusted Budget and 2011-12 Estimated actual include:

52. Increase reflects savings from within Tourism Queensland.
53. Increase reflects savings from within Tourism Queensland.

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

The 2012-13 Estimate contains a full year's budget while the 2011-12 Estimated Actual contains two months.

54. Reduction reflects savings from within Tourism Queensland.
55. Reduction reflects savings from within Tourism Queensland.

Administered cash flow statement

Major variations between 2011-12 Adjusted Budget and 2012-13 Estimate include:

The 2012-13 Estimate contains a full year's budget while the 2011-12 Adjusted Budget contains two months.

56. Increase reflects Administered funding received for Tourism Queensland and Events Queensland.
57. Increase reflects savings received from within Tourism Queensland.
58. Increase reflects savings received from within Tourism Queensland.
59. Increase reflects grants for Tourism Queensland and Events Queensland.

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

The 2012-13 Estimate contains a full year's budget while the 2011-12 Estimated Actual contains two months.

60. Increase reflects Administered funding received for Tourism Queensland and Events Queensland.
61. Increase reflects savings received from within Tourism Queensland.
62. Increase reflects savings received from within Tourism Queensland.
63. Increase reflects grants for Tourism Queensland and Events Queensland.

STATUTORY BODIES

EVENTS QUEENSLAND PTY LTD

AGENCY OVERVIEW

Strategic direction

Events Queensland (EQ) is responsible for identifying, attracting and developing significant events that contribute to the Queensland economy, Queensland industries, enhance the profile of Queensland and foster community pride.

The key objectives of Events Queensland are:

- identify, secure and/or create new major events that contribute to the generation of economic, marketing, or tourism outcomes
- ensure existing Events Queensland supported major events continue to generate economic, marketing or tourism outcomes
- provide whole of Government leadership for events in the State, and promote the importance of the events industry in Queensland
- support events across Queensland that build the social, physical and knowledge infrastructure for the events industry.

Events Queensland's objectives align with the Queensland Government's target to double tourism expenditure to \$30 billion by 2020. Events Queensland is focused on contributing to these targets, by providing a calendar of dynamic events aimed at driving visitation to Queensland.

Events Queensland contributes to the Government's objective to grow a four pillar economy by working with tourism industry stakeholders to leverage the Government's investment in major events as a means of targeting tourism markets domestically and internationally, and in regional events to highlight Queensland's cultural and geographical diversity, developing financial sustainability and to enhance regional communities.

While participating in an intensely competitive industry, Events Queensland continues to seek opportunities to secure major one-off international events while maintaining a strong focus on developing both existing and new events. Events Queensland competes with New South Wales and Victoria in national and international event bids.

RESOURCES AND PERFORMANCE

New initiatives and major deliverables for 2012-13 include:

- the 2012-13 calendar of major events supported by Events Queensland is designed to build the profile of Queensland destinations and attract visitation with a diverse mix of new and exclusive and multi-year events. EQ supports major events which are unique to Queensland, attractive to the travel market and demonstrate a brand fit with Queensland. Within the major events calendar EQ supports:
 - new and exclusive events including Portrait of Spain: Masterpieces from the Prado, and Driving Miss Daisy;

- multi-year events like the 10 year agreement with the ARU to host International Rugby matches each year and the QPAC International Performance Series (2012, 2013, 2014); and
- signature events like the Noosa Triathlon and Multi Sport Festival and Gold Coast Airport Marathon—for which Queensland has developed the reputation as being the home of mass participation events.
- other new events secured and/or developed for Queensland in 2012-13 include:
 - Delectable—Brisbane
 - QPAC International Performance Series: Hamburg—Brisbane
 - Asia Pacific Triennial—Brisbane
 - Australia v New Zealand Rugby League Test—Townsville
 - BMX Championships—Cairns
 - QPAC International Performance Series: Bolshoi Ballet—Brisbane.
- continuing to attract significant lead up events to the 2018 Gold Coast Commonwealth Games
- supporting the delivery of Rounds 23 and 24 of the Events Queensland Regional Development Program (EQRDP).

Key outcomes for 2011-12 included:

- secured the 2014 Pan Pacific Swimming Championships which is expected to provide a boost to the tourism sector by generating approximately 12,200 visitor bed nights. This event will provide a key platform to build the capacity of the sport, particularly through officials and volunteers in the lead up to the 2018 Gold Coast Commonwealth Games. It is likely to be the highest profile swimming event to be hosted in Australia before the 2018 Gold Coast Commonwealth Games
- since 2010 Events Queensland has grown the calendar of major events secured and supported in Queensland from 21 major events in 2010 to 39 in 2012. The growth in the number of major events directly correlates to an increase in the economic boost to Queensland, delivered by event tourism related expenditure
- events supported by Events Queensland attracted an estimated 1.1 million attendees, over 500,000 visitors and over 1 million visitor nights in Queensland
- Events Queensland secured the following major events in 2011-12:
 - the Australian leg of the IRB World Rugby 7's—Gold Coast
 - Netfest—Gold Coast
 - International Rules Series—Gold Coast
 - AFL draft and industry conference—Gold Coast
 - Matisse Exhibition—Brisbane
 - CSI Experience—Gold Coast
 - Billabong Surfing World Junior Championships—Gold Coast
 - World Theatre Festival—Brisbane
 - Mummy: Secrets of the Tomb Exhibition—Brisbane
 - International Rugby Series (3 matches—including the Bledisloe Cup)
 - Opera Australia tour—Brisbane.
- assumed responsibility for V8 Supercar motorsport events in Queensland on 1 July 2011 and delivered the Townsville 400, Ipswich 300 and Gold Coast 600
- delivered rounds 21 and 22 of the Events Queensland Regional Development Program delivering \$2.9 million across 105 events. Since its inception in 2001 EQRDP has supported 918 regional events and the total funding provided to these events is in excess of \$20 million
- Events Queensland provided funding to the State's seven convention bureaux which in 2010-11 hosted more than 424,000 delegates who attended nearly 4,670 meetings and conventions. EQ also secured the following business events: The 34th International Geological Conference, Water Congress of the International Water Association, Sigma Theta Tau International Research Congress and the International Beef Cattle Genetics Conference.

STATEMENTS

Staffing¹

Events Queensland Pty Ltd	Notes	2011-12 Budget	2011-12 Est. Act.	2012-13 Estimate
TOTAL	2	18	23	18

Notes:

1. Full-time equivalents (FTEs) as at 30 June 2012.
2. The 2011-12 Budget does not equal 2011-12 Estimate as published in the 2011-12 Service Delivery Statements due to rounding.

Performance Statement

Events Queensland Pty Ltd	Notes	2011-12 Target/Est.	2011-12 Est. Act.	2012-13 Target/Est.
Service Area: Major Events				
Service standard				
Level of satisfaction by event organisers with support provided	1	90%
Other measures				
Number of event submissions received and assessed		70	78	70
Service Area: Events Queensland Regional Development Program (EQRDP)				
Service standards				
Level of satisfaction by event organisers with support provided	1	90%
Number of event applications received and assessed		140	161	140
Established deadlines under the EQRDP	1	100%
Regional educational activities under the EQRDP	1	20

Note:

1. Events Queensland has been working to develop a new performance measurement framework for 2012-13. As part of this process, the 2011-12 service standards are being reviewed and will be replaced with new measures that provide more meaningful and impact-focused data regarding the performance and services of EQ. Part of this review process involves consultation with stakeholder groups. As such, no survey was conducted in 2011-12.

INCOME STATEMENT

Events Queensland Pty Ltd	Notes	2011-12 Budget \$'000	2011-12 Est. Act. \$'000	2012-13 Estimate \$'000
Income				
User charges	
Grants and other contributions	1,5,9	35,790	44,790	48,865
Other revenue		300	750	807
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		36,090	45,540	49,672
Expenses				
Employee expenses	2,6	1,556	2,774	2,711
Supplies and services	3,7	856	2,712	2,816
Grants and subsidies	4,8,10	33,669	40,054	44,145
Depreciation and amortisation		9
Finance/borrowing costs	
Other expenses	
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		36,090	45,540	49,672
OPERATING SURPLUS/(DEFICIT)	

STATEMENT OF CHANGES IN EQUITY

Events Queensland Pty Ltd	Notes	2011-12 Budget \$'000	2011-12 Est. Act. \$'000	2012-13 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period	

BALANCE SHEET

Events Queensland Pty Ltd	Notes	2011-12 Budget \$'000	2011-12 Est. Act. \$'000	2012-13 Estimate \$'000
CURRENT ASSETS				
Cash assets	11	4,958	6,426	6,426
Receivables		369	562	562
Other financial assets	
Inventories	
Other		28	39	39
Non-financial assets held for sale	
Total current assets		5,355	7,027	7,027
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		57	26	26
Intangibles	
Other	
Total non-current assets		57	26	26
TOTAL ASSETS		5,412	7,053	7,053
CURRENT LIABILITIES				
Payables		1,923	1,705	1,705
Accrued employee benefits		93	99	99
Interest-bearing liabilities and derivatives	
Provisions	
Other		49	1	1
Total current liabilities		2,065	1,805	1,805
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		61	72	72
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		61	72	72
TOTAL LIABILITIES		2,126	1,877	1,877
NET ASSETS/(LIABILITIES)		3,286	5,176	5,176
EQUITY				
Capital/contributed equity	
Accumulated surplus/(accumulated deficit)		3,286	5,176	5,176
Reserves:				
- Asset revaluation surplus	
- Other (specify)	
TOTAL EQUITY		3,286	5,176	5,176

CASH FLOW STATEMENT

Events Queensland Pty Ltd	Notes	2011-12 Budget \$'000	2011-12 Est. Act. \$'000	2012-13 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	
Grants and other contributions	12,16,20	35,790	44,790	48,865
Other		300	750	807
Outflows:				
Employee costs	13,17	(1,580)	(2,774)	(2,711)
Supplies and services	14,18	(831)	(2,712)	(2,816)
Grants and subsidies	15,19,21	(33,669)	(40,054)	(44,145)
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities		10
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(10)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(10)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held	
Cash at the beginning of financial year		4,958	6,426	6,426
Cash transfers from restructure	
Cash at the end of financial year		4,958	6,426	6,426

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2011-12 Budget and 2011-12 Estimated actual include:

1. An increase in grants and other contributions due to the transfer of Gold Coast Events Co. Pty Ltd to EQ to administer the V8 Supercar races at the Gold Coast, Townsville and Ipswich.
2. An increase in employee expenses due to an increase in staffing required to service the increase in the number of major events.
3. An increase in supplies and services including license fees and event assessment and evaluation costs related to the increased number of major events.
4. An increase in grants and subsidies due to the transfer of Gold Coast Events Co. Pty Ltd to EQ to administer the V8 Supercar races at the Gold Coast, Townsville and Ipswich.

Major variations between 2011-12 Budget and 2012-13 Estimate include:

5. An increase in grants and other contributions due to the transfer of Gold Coast Events Co. Pty Ltd to EQ to administer the V8 Supercar races at the Gold Coast, Townsville and Ipswich, and increased State Government funding allocated to EQ to support growth in major events.
6. An increase in employee expenses due to an increase in staffing required to service the increase in the number of major events.
7. An increase in supplies and services including license fees and event assessment and evaluation costs, related to the increase in the number of major events.
8. An increase in grants and subsidies due to the transfer of Gold Coast Events Co. Pty Ltd to EQ to support the V8 Supercar races at the Gold Coast, Townsville and Ipswich, and increased State Government funding to support growth in major events.

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

9. An increase in grants and other contributions due to State Government funding to support growth in major events.
10. An increase in grants and subsidies due to additional State Government funding allocated to EQ to support growth in major events.

Balance sheet

Major variations between 2011-12 Budget and 2011-12 Estimated actual include:

11. An increase in cash assets reflected by the timing of creditor payments.

Cash flow statement

Major variations between 2011-12 Budget and 2011-12 Estimated actual include:

12. An increase in grants and other contributions due to the transfer of Gold Coast Events Co. Pty Ltd to EQ to administer the V8 Supercar races at the Gold Coast, Townsville and Ipswich.
13. An increase in employee expenses due to an increase in staffing required to service the increase in the number of major events.
14. An increase in supplies and services including license fees and assessment and evaluation costs related to the increased number of major events.
15. An increase in grants and subsidies due to an expanded schedule of major events.

Major variations between 2011-12 Budget and 2012-13 Estimate include:

16. An increase in grants and other contributions due to the transfer of Gold Coast Events Co. Pty Ltd to EQ to administer the V8 Supercar races at the Gold Coast, Townsville and Ipswich, and increased State Government funding to support growth in major events.
17. An increase in employee expenses due to an increase in staffing required to service the increase in the number of major events.
18. An increase in supplies and services including license fees and assessment and evaluation costs related to the increased number of major events.
19. An increase in grants and subsidies due to an expanded schedule of major events.

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

20. An increase in grants and other contributions due to increased State Government funding to support growth in major events.
21. An increase in grants and subsidies due to an expanded schedule of major events.

GOLD COAST 2018 COMMONWEALTH GAMES CORPORATION

AGENCY OVERVIEW

Strategic direction

The Gold Coast 2018 Commonwealth Games Corporation was established on 1 January 2012 under the *Commonwealth Games Arrangements Act 2011*. Its purpose is to plan, organise and deliver the Commonwealth Games, in conjunction with the Australian Commonwealth Games Association (ACGA) and the Commonwealth Games Federation (CGF).

The Gold Coast will host the Commonwealth Games from 4 to 15 April 2018. The Games will be a uniquely memorable and exciting celebration of sport and culture. The event will create an atmosphere that inspires achievement, harmony and a sense of unity with the Games vision. The Games provide the opportunity to generate sustainable benefits for Australia as a nation, Queensland as a State, the Gold Coast as a city and the Commonwealth Games as a twenty-first century brand.

The Gold Coast will be transformed with renewed tourism opportunities and new or upgraded infrastructure and opportunities to diversify the economy.

RESOURCES AND PERFORMANCE

Foundation and planning activities are the primary focus for the Corporation over the next two years. They include:

- establishing the corporate office and required support services and policies, including ICT, finance, procurement, information management, human resources and program management
- confirming the shared Games vision
- developing a marketing and commercial strategy
- defining responsibilities and implementing governance arrangements with other agencies involved in the delivery of the Commonwealth Games, including the Office of Commonwealth Games Coordination, Gold Coast City Council and the Federal Government
- reviewing the overall planning roadmap
- undertaking the necessary reviews to finalise the sports program
- developing more detailed plans, such as the Games Organisational Plan, Games Master Schedule and the Corporation's first business plan
- confirming the capital works schedules, budgets and sources of committed funding
- conducting a detailed budget review, particularly for key risk areas (e.g. security, transport, venue construction and the Games village)
- working closely with the CGF and Glasgow 2014 to build the collective Commonwealth Games knowledge and to leverage from such opportunities.

STATEMENTS

Staffing

Gold Coast 2018 Commonwealth Games Corporation	Notes	2011-12 Budget	2011-12 Est. actual	2012-13 Estimate
	1, 2	19	11	20

Notes:

1. Full-time equivalents (FTEs) as at 30 June 2012.
2. The 2011-12 estimated actual is lower than budget as the recruitment of staff was delayed to align with revised planning milestones and the establishment of internal corporate services.

Performance Statement

Gold Coast 2018 Commonwealth Games Corporation	Notes	2011-12 Target/Est.	2011-12 Est. actual	2012-13 Target/Est.
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Measures

Percentage of CGF compliance requirements met	1	New measure	-	90%
Number of Gold Coast based jobs generated (direct)		New measure	-	20

Note:

1. This measure relates only to the Commonwealth Games Federation (CGF) compliance obligations that are relevant to the particular reporting period.

INCOME STATEMENT

Gold Coast 2018 Commonwealth Games Corporation	Notes	2011-12 Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
Income				
User charges	
Grants and other contributions	1	..	4,870	9,372
Other revenue	2	..	37	97
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		..	4,907	9,469
Expenses				
Employee expenses	3	..	672	3,140
Supplies and services	4	..	1,932	4,055
Grants and subsidies	
Depreciation and amortisation	
Finance/borrowing costs	
Other expenses	5	..	2,277	2,860
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		..	4,881	10,055
OPERATING SURPLUS/(DEFICIT)	6	..	26	(586)

STATEMENT OF CHANGES IN EQUITY

Gold Coast 2018 Commonwealth Games Corporation	Notes	2011-12 Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	7	..	26	(586)
Total recognised income and expense for the period		..	26	(586)
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		..	26	(586)

BALANCE SHEET

Gold Coast 2018 Commonwealth Games Corporation	Notes	2011-12 Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
CURRENT ASSETS				
Cash assets	8	..	272	205
Receivables	
Other financial assets	
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		..	272	205
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	9	..	30	735
Intangibles	
Other	
Total non-current assets		..	30	735
TOTAL ASSETS		..	302	940
CURRENT LIABILITIES				
Payables	10	..	230	1,283
Accrued employee benefits	11	..	46	217
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		..	276	1,500
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		..	276	1,500
NET ASSETS/(LIABILITIES)		..	26	(560)
EQUITY				
Capital/contributed equity	
Accumulated surplus/(accumulated deficit)	12	..	26	(560)
Reserves:				
- Asset revaluation surplus	
- Other (specify)	
TOTAL EQUITY		..	26	(560)

CASH FLOW STATEMENT

Gold Coast 2018 Commonwealth Games Corporation	Notes	2011-12 Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	
Grants and other contributions	13	..	4,870	9,372
Other	14	..	37	97
Outflows:				
Employee costs	15	..	(626)	(2,969)
Supplies and services	16	..	(1,702)	(3,002)
Grants and subsidies	
Borrowing costs	
Other	17	..	(2,277)	(2,860)
Net cash provided by/(used in) operating activities		..	302	638
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	18	..	(30)	(705)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		..	(30)	(705)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		..	272	(67)
Cash at the beginning of financial year		272
Cash transfers from restructure	
Cash at the end of financial year		..	272	205

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

There are no amounts included for the 2011-12 Budget as the Gold Coast 2018 Commonwealth Games Corporation was established under the *Commonwealth Games Arrangements Act 2011* and commenced operation in January 2012.

Income statement

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

1. An increase in grants and other contributions due to the phased approach adopted for foundation and planning activities.
2. An increase in other revenue due to full year interest receivable on grant revenue held.
3. An increase in employee expenses due to the full year operations of the Corporation and the increased activity associated with planned projects.
4. An increase in supplies and services due to the full year operations of the Corporation and the increased activity associated with planned projects.
5. An increase in other expenses due to the full year operations of the Corporation and the increased activity associated with planned projects.
6. The operating surplus for 2011-12 and operating deficit for 2012-13 are due to timing issues in relation to the recognition of grant funding provided in 2011-12, as required by Australian Accounting Standards, with payments for organising projects and operational expenditure occurring in 2012-13.

Statement of changes in equity

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

7. The operating surplus for 2011-12 and operating deficit for 2012-13 are due to timing issues in relation to the recognition of grant funding provided in 2011-12, as required by Australian Accounting Standards, with payments for organising projects and operational expenditure occurring in 2012-13.

Balance sheet

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

8. A decrease in cash due to the timing of payments of organising projects and operational expenditure initially planned for 2011-12 however incurred during 2012-13.
9. An increase in property, plant and equipment due to the purchase of assets to support the operations of the Corporation.
10. An increase in payables due to the full year operations of the Corporation and the increased activity associated with planned projects.
11. An increase in employee benefits due to the full year operations of the Corporation and the increased activity associated with planned projects.
12. A decrease in accumulated surplus/(accumulated deficit) due to a timing issue in relation to the recognition of grant funding provided in 2011-12, as required by Australian Accounting Standards, with payments for organising projects and operational expenditure occurring in 2012-13.

Cash flow statement

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

13. An increase in grants and other contributions due to the phased approach adopted for foundation and planning activities.
14. An increase in other revenue due to full year interest receivable on grant revenue held.
15. An increase in employee expenses due to the full year operations of the Corporation and the increased activity associated with planned projects.
16. An increase in supplies and services due to the full year operations of the Corporation and the increased activity associated with planned projects.
17. An increase in other expenses due to the full year operations of the Corporation and the increased activity associated with planned projects.
18. An increase in property, plant and equipment due to the purchase of assets to support the operations of the Corporation.

TOURISM QUEENSLAND CORPORATION

AGENCY OVERVIEW

Strategic direction

Tourism Queensland Corporation (Tourism Queensland) facilitates the promotion, marketing and development of tourism to and within Queensland to increase leisure visitor expenditure, maximise market share, increase visitor dispersal and maximise sustainable tourism growth. Tourism Queensland works in partnership with Queensland's regional tourism organisations, the Queensland Tourism Industry Council (QTIC) the community and other government agencies.

Tourism Queensland contributes to achieving the Government's objective to grow a four pillar economy and forms an integral part of the delivery of Government's DestinationQ strategy. The strategy focuses on the development of a whole-of-Government approach to tourism to deliver an industry first response, double overnight visitor expenditure in Queensland to \$30 billion by 2020, and develop a 20 year strategy for the industry.

RESOURCES AND PERFORMANCE

During 2012-13, Tourism Queensland will work with partners to implement the *DestinationQ* 12-month key action plan. Government has provided additional funding of \$20 million in 2012-13 to implement a Tourism Investment Strategy focusing on destination marketing and tourism attraction.

In developing its annual plan and partnership agreements with the regional tourism organisations, Tourism Queensland will also consider the findings from the performance audit of tourism, now being conducted by the Queensland Audit Office and implement appropriate recommendations.

Recent achievements for Tourism Queensland include:

- marketing and promotional activity was tailored to key domestic and global markets. Tourism Queensland generated \$227 million in global publicity activity in 2011-12, well exceeding the target of \$177.7 million
- among other business attraction activities, the Queensland Commercial Tourism and Aviation Plan were implemented. Highlights include the successful negotiation of direct flights between Brisbane and Guangzhou by China Southern Airlines; Singapore and the Gold Coast by Scoot Airlines and Shanghai and Cairns by China Eastern Airlines
- a major campaign encouraged Australians to think about the personal benefits of taking a holiday and choose Queensland as their next holiday destination. Initial campaign activity achieved 51% awareness among Brisbane residents, against a target of 45%. Later activity saw an increase in awareness for Melbourne to reach the 45% target, with Sydney reaching 41%
- tourism education and industry development workshops and programs were delivered across all of Queensland's regions to encourage increased business capability and capacity. Over 2,800 industry representatives attended during the year. A further 1,461 businesses participated in the digital coaching program. 80% of Tourism Queensland stakeholders surveyed were very satisfied with development programs. Digital coaching workshops and mentoring sessions generated very positive feedback with 98% of participants agreeing that the program had benefited their business.

STATEMENTS

Staffing

Tourism Queensland	Notes	2011-12 Budget	2011-12 Est. actual	2012-13 Estimate
	1,2,3	158	156	130

Notes:

1. Full-time equivalents (FTEs) as at 30 June 2012.
2. The 2011-12 Estimated Actual includes resources engaged to deliver specific projects for a set period. When these resources are excluded, 30 June 2012 FTE is 150.
3. The reduction in Tourism Queensland's estimated FTEs in 2012-13 reflects a reprioritisation of Tourism Queensland's activities to focus on boosting marketing and development for 2012-13.

Performance Statement

Tourism Queensland	Notes	2011-12 Target/est.	2011-12 Est. actual	2012-13 Target/Est.
Service standards				
Advertising Value Equivalent of Tourism Queensland's Global publicity activity	1,2,3	\$177.7 million	\$227 million	\$177.7 million
Value of cooperative investment in marketing campaigns	1,2,3	\$7 million	\$8.7 million	\$7 million
Number of unique visitors to Tourism Queensland's websites	1,2,5	6.5 million	5.5 million	4.8 million
Number of total records listed on the Australian Tourism Data Warehouse (ATDW)	1,6	5,400	5,929	4,800
Industry satisfaction with Tourism Queensland's development programs	1,4	65%	80%	70%

Notes:

1. The 2012-13 service standards and associated Target/est. are in line with the 'Tourism Queensland Performance Management Framework' which was approved by the Tourism Queensland Board in July 2010. The framework was developed to measure the effectiveness of activities carried out by Tourism Queensland. The targets identified align with the approved measures and illustrate successful outcomes for 2012-13.
2. The 'Tourism Queensland Performance Management Framework' approved measures of Marketing and Promotion activity include (but are not limited to) cooperative funding, public relations media value and website visits.
3. The reduction in the 2012-13 Target/est is due to limited first quarter public relations and reduced magnitude of global campaigns.
4. The 'Tourism Queensland Performance Management Framework' approved measure for development activity is 'Feedback from industry participating in activities'. In 2011-12 Tourism Queensland ran a variety of development programs and workshops across Queensland, including the highly subscribed Digital Coaching Program. The Digital Coaching Program will continue for the first 6 months of 2012-13.
5. In 2012-13 website visitation is expected to continue falling, as seen in the 2011-12 results. This is due to the increasing trend to use campaign partner websites as the call to action for marketing activity, including wholesale and airline partners.
6. The Australian Tourism Data Warehouse (ATDW) is a national tourism database that feeds information on tourism products and destination information. The ATDW was formed in 2001 and is a joint initiative of the Tourism Australia and the state tourism organisations from all Australian states and territories. Tourism Queensland manages the annual ATDW subscriptions and updates for all Queensland tourism products on behalf of the ATDW. High 2011-12 ATDW subscriptions are the result of the subsidy provided as part of the 2010-11 \$12 million tourism industry support package.

INCOME STATEMENT

Tourism Queensland	Notes	2011-12 Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
Income				
User charges	1	7,000	7,964	7,000
Grants and other contributions	2,6,9	54,583	56,183	60,760
Other revenue		1,520	2,825	500
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		63,103	66,972	68,260
Expenses				
Employee expenses	7,10	17,400	17,119	15,602
Supplies and services	3	40,263	42,081	42,637
Grants and subsidies	4,8,11	4,110	4,774	8,500
Depreciation and amortisation		1,100	869	282
Finance/borrowing costs	
Other expenses		230	1,680	1,239
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		63,103	66,523	68,260
OPERATING SURPLUS/(DEFICIT)	5	..	449	..

STATEMENT OF CHANGES IN EQUITY

Tourism Queensland	Notes	2011-12 Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		..	449	..
Total recognised income and expense for the period		..	449	..
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		..	449	..

BALANCE SHEET

Tourism Queensland	Notes	2011-12 Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
CURRENT ASSETS				
Cash assets	12,14,16	5,205	10,615	5,601
Receivables		2,597	1,563	1,541
Other financial assets	13,15	..	931	931
Inventories	
Other		349	87	90
Non-financial assets held for sale	
Total current assets		8,151	13,196	8,163
NON-CURRENT ASSETS				
Receivables	
Other financial assets		107
Property, plant and equipment		1,907	443	361
Intangibles	
Other	
Total non-current assets		2,014	443	361
TOTAL ASSETS		10,165	13,639	8,524
CURRENT LIABILITIES				
Payables		5,656	5,970	1,547
Accrued employee benefits		3,234	2,622	2,258
Interest-bearing liabilities and derivatives	
Provisions	
Other		248	745	497
Total current liabilities		9,138	9,337	4,302
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits		442	589	509
Interest-bearing liabilities and derivatives	
Provisions	
Other		42
Total non-current liabilities		484	589	509
TOTAL LIABILITIES		9,622	9,926	4,811
NET ASSETS/(LIABILITIES)		543	3,713	3,713
EQUITY				
Capital/contributed equity	
Accumulated surplus/(accumulated deficit)		543	3,713	3,713
Reserves:				
- Asset revaluation surplus	
- Other (specify)	
TOTAL EQUITY		543	3,713	3,713

CASH FLOW STATEMENT

Tourism Queensland	Notes	2011-12 Budget \$'000	2011-12 Est. act. \$'000	2012-13 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	17	7,012	9,957	7,000
Grants and other contributions	18,20,23	54,583	56,183	60,760
Other		1,510	2,815	490
Outflows:				
Employee costs		(16,854)	(16,795)	(16,046)
Supplies and services	21,24	(41,445)	(43,857)	(47,031)
Grants and subsidies	22,25	(4,110)	(4,774)	(8,500)
Borrowing costs	
Other		(230)	(1,762)	(1,487)
Net cash provided by/(used in) operating activities		466	1,767	(4,814)
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		..	17	..
Investments redeemed	19	..	3,480	..
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(883)	..	(200)
Payments for investments	19	..	(3,533)	..
Loans and advances made	
Net cash provided by/(used in) investing activities		(883)	(36)	(200)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		(417)	1,731	(5,014)
Cash at the beginning of financial year		5,622	8,884	10,615
Cash transfers from restructure	
Cash at the end of financial year		5,205	10,615	5,601

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Income statement

Major variations between 2011-12 Budget and 2011-12 Estimated actual include:

1. The increase reflects additional revenues generated through cooperative participation by industry in jointly managed marketing campaigns.
2. The increase due to additional grant revenue associated with Regional Capacity and Airline Route Partnership Programs.
3. The increase reflects additional activity associated with jointly managed marketing campaigns with industry.
4. The increase relates to the payment of grants from funding received in previous financial years.
5. The operating surplus for the 2011-12 Estimated Actual is due to timing issues in relation to the recognition of grant funding provided, as required by Australian Accounting Standards.

Major variations between 2011-12 Budget and 2012-13 Estimate include:

6. The increase reflects additional investment by Government following a reprioritisation of Tourism Queensland activities as part of developing a Tourism Investment Strategy which focuses on destination marketing.
7. The reduction reflects a reprioritisation of Tourism Queensland's activities to focus on boosting marketing and development for 2012-13.
8. The increase follows a reprioritisation of Tourism Queensland's activities to support destination marketing through Regional Tourism Organisations and to deliver on the outcomes associated with the DestinationQ action plan.

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

9. The increase reflects additional investment by Government following a reprioritisation of Tourism Queensland activities as part of developing a Tourism Investment Strategy which focuses on destination marketing.
10. The reduction reflects a reprioritisation of Tourism Queensland's activities to focus on boosting marketing and development for 2012-13.
11. The increase follows a reprioritisation of Tourism Queensland's activities to support destination marketing through Regional Tourism Organisations and to deliver on the outcomes associated with the DestinationQ action plan.

Balance sheet

Major variations between 2011-12 Budget and 2011-12 Estimated actual include:

12. The increase predominantly due to timing differences associated with payment of payables at year end, and additional revenues from cooperative participation by industry in jointly managed marketing campaigns.
13. The increase in other financial assets is due to foreign currency hedges.

Major variations between 2011-12 Budget and 2012-13 Estimate include:

14. The increase in cash is in line with lower estimated year end receivables.
15. The increase in other financial assets is due to foreign currency hedges.

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

16. The decrease reflects movements of cash associated with payment of year end payables.

Cash flow statement

Major variations between 2011-12 Budget and 2011-12 Estimated actual include:

17. The increase reflects additional revenues generated through cooperative participation by industry in jointly managed marketing campaigns.
18. The increase due to additional grant revenues received for Regional Capacity and Airline Route Partnership Programs.
19. The increase in investments redeemed and paid is due to foreign currency hedge receipts and payments.

Major variations between 2011-12 Budget and 2012-13 Estimate include:

20. The increase reflects additional investment by Government following a reprioritisation of Tourism Queensland activities as part of developing a Tourism Investment Strategy which focuses on destination marketing.
21. The increase reflects additional expenses following a reprioritisation of Tourism Queensland activities as part of developing a Tourism Investment Strategy which focuses on destination marketing.
22. The increase follows a reprioritisation of Tourism Queensland's activities to support destination marketing through Regional Tourism Organisations and to deliver on the outcomes associated with the DestinationQ action plan.

Major variations between 2011-12 Estimated actual and the 2012-13 Estimate include:

23. The increase reflects additional investment by Government following a reprioritisation of Tourism Queensland activities as part of developing a Tourism Investment Strategy which focuses on destination marketing.
24. The increase reflects additional expenses following a reprioritisation of Tourism Queensland activities as part of developing a Tourism Investment Strategy which focuses on destination marketing.
25. The increase follows a reprioritisation of Tourism Queensland's activities to support destination marketing through Regional Tourism Organisations and to deliver on the outcomes associated with the DestinationQ action plan.

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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.
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Administered Items	— Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the Government.
<hr/>	
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.
<hr/>	
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.
<hr/>	
Balance Sheet	— A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.
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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.
<hr/>	
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.
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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.
<hr/>	
Depreciation	— The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.
<hr/>	
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 well being. 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.

For a more detailed Glossary of Terms, please refer to the Reader's Guide available on the Budget website at www.budget.qld.gov.au.

