

PART 1

Department of the Premier and Cabinet

Summary of departmental portfolio Budgets

Page	Agency	2009–10 Estimate \$'000
1-1	Department of the Premier and Cabinet - controlled	198,297
	Department of the Premier and Cabinet - administered	216,257
1-26	Corporate Administration Agency	33,721
1-32	Library Board of Queensland	54,495
1-39	Queensland Art Gallery	31,134
1-46	Queensland Events Corporation Pty Ltd	14,230
1-53	Queensland Museum	28,253
1-59	Queensland Performing Arts Trust	33,513
1-65	South Bank Corporation	70,435

Departmental Overview

Ministerial responsibility

The Premier and Minister for the Arts is responsible for all functions within this department.

Strategic Issues

The department is the lead public sector agency and has whole-of-Government coordination responsibility for policy advice relating to constitutional, intergovernmental relations, economic, environment and social impact, the arts and cultural matters.

The department supports the Premier in her roles as Parliamentary Leader of the Government, Chair of Cabinet, Chief Advisor to the Governor, Member of the Council of Australian Governments, Chair of the Council for the Australian Federation and Minister for the Arts.

Toward Q2: Tomorrow's Queensland is the Government's blueprint to address the State's long term economic, environment and social challenges and opportunities, with five basic aspirations - Strong – Creating a diverse economy powered by bright ideas; Green – Protecting our lifestyle and environment; Smart – Delivering world-class education and training; Healthy – Making Queenslanders Australia's healthiest people; and Fair – Supporting safe and caring communities.

Significant public sector reforms have already been implemented around employment, social development, environment and law and justice and the department will continue to support this vision.

2009–10 Highlights

During 2009-10 the department will:

- work to maximise employment opportunities for Queenslanders
- implement the recommendations of *Brokering Balance: A Public Interest Map for Queensland Government Bodies*
- continue reforms relating to Right to Information and the Information Privacy and public access to legislation
- deliver Queensland's 150th Celebrations in 2009
- complete the \$7.9 million capital project at the Cultural Centre, *The Edge*
- support the Queensland Museum in creating the National Carriage Factory, a heritage training centre at Toowoomba
- host the inaugural Cairns Indigenous Art Fair
- invest \$9.8 million in Queensland's small-to-medium arts sector
- invest \$5.3 million in the new annual Brisbane Festival including *Riverfestival*
- support the Pacific Film and Television Commission to secure the production of the *Chronicles of Narnia - The Voyage of the Dawn Treader* in Queensland, contingent on the provision of in-kind support by the Warner Roadshow Studios
- deliver the primary recommendation from the Queensland Chief Scientist's 2007-08 State of Science report – a 10 year Queensland R&D Investment Strategy
- implement the Indigenous Criminal Justice Research Agenda
- support COAG's new reform agenda including business regulation and competition
- report on *Toward Q2: Tomorrow's Queensland*
- provide effective executive support for Parliament, Cabinet and government decision-making processes.

2008–09 Achievements

During 2008-09 the department:

- introduced the *Queensland Contact with Lobbyists Code* and Register of Lobbyists
- coordinated the swearing-in of the 25th Governor and the new Bligh Ministry
- assisted with the opening of the 53rd Parliament of Queensland
- proactively released Cabinet material including the more than 150 Cabinet decisions
- as at 30 April 2009, supported seven Community Cabinets, coordinating more than 684 community group deputations with Ministers and senior staff
- organised the Government's involvement in the Far North Queensland Regional Sitting of Parliament held in Cairns on 28–30 October 2008
- coordinated cross-government conservation and Indigenous land management programs on Cape York Peninsula
- developed the Telecommunications Interception Bill 2009, new Auditor-General Bill 2009 and *Electoral Amendment Act 2008*
- supported the Premier at four COAG meetings and two CAF meetings
- implemented the *2008 Smart State Strategy* and reports, *Queenslanders tackling chronic disease: becoming Australia's healthiest State* and *Attracting investment into Queensland's knowledge-intensive industries*
- oversaw the production of the report *A Shared Challenge: Improving Literacy, Numeracy and Science Learning in Queensland Primary Schools*, an outcome of the Master's Review of Literacy, Numeracy and Science Learning in Queensland Primary Schools
- developed and implemented *Toward Q2: Tomorrow's Queensland*
- coordinated the Government's position on a national emissions trading scheme
- delivered a program of community-based events for Queensland's 150th Anniversary
- delivered official visits and protocol services including arrangements for the farewell of the 24th Governor of Queensland and the returning Olympians and Paralympians
- facilitated the Premier's Disaster Relief Appeal Fund for Queensland's flood and cyclone victims
- facilitated the inaugural Premier of Queensland's National New Media Award and Premier's New Media Scholarship
- completed \$34 million refurbishment and \$6 million of additional maintenance and equipment replacement at the Queensland Performing Arts Centre
- opened the Djumbunji Press, the KickArts Fine Art Printmaking Centre, Cairns and partnered with other jurisdictions to deliver a new Hope Vale Arts and Cultural Centre
- launched the *Design Strategy 2020* and *Press Play: Arts Queensland Contemporary Music Strategy 2009-2012*
- commissioned significant public art projects across Queensland through the \$12 million three-year art+place fund.

Departmental Outputs

Machinery-of-Government changes during the year included the transfers of the Indigenous Government Coordination Office, Security Planning and Coordination and International Collaborations from the department; and Arts Queensland and the Office of the Queensland Chief Scientist to the department.

The department's outputs for 2009-10 are:

Policy Advice, Coordination and Cabinet Support

Policy Advice, Coordination and Cabinet Support output provides policy advice and coordination for the Premier and Cabinet and supports Cabinet and Cabinet-related activities. In addition to providing detailed briefings for the Premier on all matters before Cabinet, and coordinating a broad range of whole-of-Government activities, the output also provides expert advice to facilitate the operation of Cabinet and its related processes; administration of all Cabinet information; custodianship of the Cabinet record from current and previous governments and direct logistical support to Ministers in Cabinet meetings.

Government and Executive Services

Government and Executive Services output includes a range of services involving the provision of policy advice to the Premier in relation to executive government and machinery-of-Government matters, and support to the administration of business before the Executive Council, support services to Ministerial Offices, Parliamentary Secretaries and the Office of the Leader of the Opposition, and fixed-wing services to meet emergency and other aviation needs of the community and the government. In addition, the output includes services involved in the management and coordination of events, State occasions, official visits and functions and whole of-Government communications activities.

Arts and Culture

Arts Queensland aims to build a strong arts sector that enriches the lives of all Queenslanders. Services provided through the arts and cultural output include: policy development, advice and planning; arts funding; administration of the public art policy and program; support for Queensland's arts statutory authorities and government owned companies; provision of capital infrastructure and management of the State's major cultural assets.

Legislative Drafting, Advisory and Information Services

Legislative Drafting, Advisory and Information Services (LDAIS) provides comprehensive high-quality legislative drafting, advisory services and publications, and the continual enhancement of legislation and legislative information to Government and the community. LDAIS is delivered by the Office of the Queensland Parliamentary Counsel and provides the Government's legislative reform agenda.

Staffing¹

Department of the Premier and Cabinet	Notes	2008–09 Adjusted Budget	2008–09 Est. Actual	2009–10 Estimate
OUTPUTS²				
Policy Advice, Coordination and Cabinet Support	3,4	172	179	186
Government and Executive Services	3,5,6	172	201	179
Arts and Culture	3,7	73	75	79
Legislative Drafting, Advisory and Information Services	3	60	61	62
Total outputs		477	516	506
ADMINISTERED ITEMS				
Ministerial Offices and Office of the Leader of the Opposition	8	251	240	239
Total Administered Items		251	240	239
SHARED SERVICE INITIATIVE				
Corporate Administration Agency		103	114	119
Total shared service initiative		103	114	119
Corporate services provided to other agencies	5	16	23	17
Total		847	893	881

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Corporate FTEs are allocated across the outputs to which they relate.
3. The 2008-09 Adjusted Budget FTEs have been adjusted to reflect machinery-of-Government changes and subsequent allocation of corporate FTEs.
4. The increase from the 2008-09 Estimated Actual to the 2009-10 Estimate is due to short term projects such as the implementation of the Right to Information reforms.
5. The increase from the 2008-09 Adjusted Budget to 2008-09 Estimated Actual is mainly due to ICT support and services for the department and Ministerial Offices and the implementation of an electronic document record management system.
6. The decrease from the 2008-09 Estimated Actual to the 2009-10 Estimate is due to the cessation of short term projects such as Queensland's 150th Celebrations.
7. The increase in FTEs in the 2008-09 Estimated Actual to the 2009-10 Estimate is due to additional staff required for initiatives including Backing Indigenous Arts, art+place and Smart State Design.
8. The staffing numbers have decreased in Ministerial Offices.

2009–10 Output Summary¹

Output	Total cost \$'000	Sources of revenue			
		State contribution \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Policy Advice, Coordination and Cabinet Support	35,280	34,381	899
Government and Executive Services	44,396	41,984	1,439	..	973
Arts and Culture	106,369	101,156	4,706	..	507
Legislative Drafting, Advisory and Information Services	9,072	9,044	28
Total	195,117	186,565	6,173	..	2,379

Notes:

1. Explanations of variances are provided in the financial statements.
2. The total revenue sources do not equal the "Total income" in the financial statements as the Department provides corporate services to the Public Service Commission, Commission for Children and Young People and Child Guardian, Department of Employment, Economic Development and Innovation, Queensland Treasury, Department of Infrastructure and Planning and Office of the Governor.

Administered Items

The Department of the Premier and Cabinet administers grant funding to the Pacific Film and Television Commission Pty Ltd and the Queensland Theatre Company. The department also administers grant funding to the Library Board of Queensland, Queensland Art Gallery, Queensland Events Corporation Pty Ltd, Queensland Museum, Queensland Performing Arts Trust and South Bank Corporation which are separate entities under the Government's financial management framework and within the Service Delivery Statement. In addition the department administers funding to Ministerial Offices and Office of the Leader of the Opposition and payments in relation to former Governors' of Queensland.

Description

Ministerial Offices and Office of the Leader of the Opposition

The key clients of this administered item are Ministers, Parliamentary Secretaries and the Leader of the Opposition. The services provided are:

- support for Ministers to assist in undertaking their responsibility as Ministers of the Crown
- management of policy, media, secretarial and administrative staff and associated resources for all Ministerial Offices
- maintaining adequate procedures to ensure the financial accountability of these offices in accordance with the *Queensland Ministerial Handbook*
- providing similar corporate support for the Office of the Leader of the Opposition.

The accounting, purchasing, information technology, asset management and personnel requirements for these administered areas are supplied by Ministerial Services within the Government and Executive Services output.

Review of Performance

Recent achievements

Significant achievements in 2008-09:

- continued to maintain high levels of accountability with satisfactory audit reports received throughout the financial year
- completed major updates to the *Queensland Ministerial Handbook* including revision of the *Ministers' Code of Ethics* and the *Queensland Contact with Lobbyist Code*
- facilitated Ministerial and Parliamentary Secretary portfolio changes following the 2009 General State Election
- implemented improvements to human resource systems for Ministerial and Opposition offices
- implemented an improved information and communication technology service delivery model for offices.

Future developments

During 2009-10 the following significant developments are planned:

- continue updating the *Queensland Ministerial Handbook* and the *Queensland Opposition Handbook* for legislative and policy changes to meet contemporary needs and accountability standards
- complete an upgrade to human resource systems for Ministerial and Opposition offices
- implement new travel support arrangements for Ministerial and Opposition offices

- continue development of a comprehensive professional development program for Ministerial staff.

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

Performance Statement

Measures	Notes	2008-09 Target/Est.	2008-09 Est. Actual	2009-10 Target/Est.
Administered Item: Ministerial Offices and Office of the Leader of the Opposition				
Staff numbers	1	251	240	239
Policies and Guidelines		Ongoing review	Ongoing review	Ongoing review
Public Report of office expenses to Parliament	2	February and August	February /April and August	February and August
Financial reporting to individual Ministers and the Office of the Leader of the Opposition		Monthly	Monthly	Monthly
State contribution (\$000)		38,578	38,098	39,712
Other revenue (\$000)	
Total cost (\$000)	3,4,5,6	38,578	38,098	39,712

Notes:

1. The staffing numbers have decreased by 12 in Ministerial Offices.
2. Some reporting was delayed due to the March 2009 General State Election.
3. Savings of \$2.5 million, previously deferred from 2007-08 have been returned to Consolidated Fund in 2008-09.
4. In 2008-09 savings of \$0.4 million have been carried forward to meet future expenses such as equipment replacement and rental increases.
5. The decrease in the 2008-09 Est. Actual primarily relates to staff vacancies and the decrease in staff numbers.
6. The increase in the 2009-10 Target is primarily due to provision for Enterprise Bargaining arrangements.

Budget and Expenses by Office

Budget and Expenses by Office¹ 1 July 2008 to 26 March 2009	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Premier		4,993	3,540	..
Deputy Premier and Minister for Infrastructure and Planning		2,007	1,441	..
Minister for Public Works, Housing and Information and Communication Technology		1,542	1,016	..
Minister for Police and Corrective Services and Sport		1,537	1,066	..
Treasurer		1,761	1,248	..
Minister for Education and Training, Minister for the Arts		1,824	1,292	..
Minister for Health		1,867	1,410	..
Minister for Transport, Trade, Employment and Industrial Relations		1,966	1,489	..
Minister for Main Roads and Local Government		1,795	1,291	..
Minister for Child Safety and Minister for Women		1,363	1,010	..
Minister for Tourism, Regional Development and Industry		1,570	1,059	..
Minister for Primary Industries and Fisheries		1,418	1,080	..
Minister for Mines and Energy		1,400	966	..
Minister for Natural Resources and Water and Minister Assisting the Premier in North Queensland		1,721	1,164	..
Minister for Communities, Minister for Disability Services, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Multicultural Affairs, Seniors and Youth		2,020	1,288	..
Attorney-General and Minister for Justice and Minister Assisting the Premier in Western Queensland		1,323	890	..
Minister for Emergency Services		1,103	727	..
Minister for Sustainability, Climate Change and Innovation		1,386	928	..
Total Ministerial Offices		32,595	22,906	..
Parliamentary Secretary to the Premier		90	51	..
Parliamentary Secretary to the Deputy Premier and Minister for Infrastructure and Planning		77	48	..
Parliamentary Secretary to the Minister for Police, Corrective Services and Sport		77	32	..
Parliamentary Secretary to the Treasurer		67	43	..
Parliamentary Secretary to the Minister for Education and Training, Minister for the Arts		86	43	..
Parliamentary Secretary to the Minister for Health		87	39	..
Parliamentary Secretary to the Minister for Transport, Trade, Employment and Industrial Relations		87	47	..
Parliamentary Secretary to the Minister for Multicultural Affairs		53	44	..
Parliamentary Secretary to the Minister for Main Roads and Local Government	2	..	20	..
Parliamentary Secretary to the Attorney-General and Minister for Justice and Minister Assisting the Premier in Western Queensland	3	76	15	..
Parliamentary Secretary to the Minister for Tourism, Regional Development and Industry		62	29	..

Budget and Expenses by Office¹ 1 July 2008 to 26 March 2009	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Parliamentary Secretary to the Minister for Communities, Minister for Disability Services, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Multicultural Affairs, Seniors and Youth		74	49	..
Total Parliamentary Secretaries		836	460	..
Total for Ministerial Offices and Parliamentary Secretaries		33,432	23,365	..
Former Premier		10
Office of the Leader of the Opposition	4, 5	2,184	2,547	..
Office of the Leader of the Liberal Party	4	568	69	..
Total for Non-Government support		2,761	2,617	..
Corporate Support		2,385	1,467	..
GRAND TOTAL		38,578	27,449	..

Notes:

1. Figures may not add due to rounding.
2. The Office of the Parliamentary Secretary to the Minister for Main Roads and Local Government commenced on 9 October 2008.
3. The Office of the Parliamentary Secretary to the Attorney-General and Minister for Justice and Minister Assisting the Premier in Western Queensland ceased on 5 October 2008.
4. The Offices of the Leader of the Opposition and Leader of the Liberal Party combined on 26 July 2008.
5. The Office of the Leader of the Opposition was provided with additional funding of \$0.273 million in 2008-09 for election campaign travel purposes.

Budget and Expenses by Office¹ From 26 March 2009	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Premier and Minister for the Arts	2	..	1,397	5,383
Deputy Premier and Minister for Health		..	548	2,262
Treasurer and Minister for Employment and Economic Development		..	449	1,853
Minister for Public Works and Information and Communication Technology		..	334	1,382
Minister for Natural Resources, Mines and Energy and Minister for Trade		..	430	1,779
Minister for Education and Training		..	442	1,824
Minister for Police, Corrective Services and Emergency Services		..	445	1,743
Minister for Main Roads		..	330	1,361
Minister for Primary Industries, Fisheries and Rural and Regional Queensland		..	389	1,599
Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships		..	320	1,317
Minister for Infrastructure and Planning		..	416	1,723
Minister for Transport		..	346	1,419
Minister for Tourism and Fair Trading		..	358	1,476
Minister for Child Safety and Minister for Sport		..	363	1,497
Minister for Community Services and Housing and Minister for Women		..	378	1,561
Minister for Disability Services and Multicultural Affairs		..	342	1,406
Minister for Climate Change and Sustainability		..	311	1,283
Attorney-General and Minister for Industrial Relations		..	322	1,332
Total Ministerial Offices		..	7,919	32,198
Parliamentary Secretary to the Premier and Minister for the Arts		..	23	94
Parliamentary Secretary for Health		..	19	75
Parliamentary Secretary for Employment and Economic Development		..	23	94
Parliamentary Secretary for Natural Resources, Mines and Energy and Trade		..	18	71
Parliamentary Secretary for Education		..	21	86
Parliamentary Secretary for Emergency Services		..	17	67
Parliamentary Secretary for Industrial Relations		..	18	70
Parliamentary Secretary for Disability Services and Multicultural Affairs		..	17	66
Parliamentary Secretary for Tourism		..	21	83
Total Parliamentary Secretaries		..	176	706
Total for Ministerial Offices and Parliamentary Secretaries		..	8,095	32,904
Office of the Leader of the Opposition		..	651	2,880
Total for Non-Government support		..	651	2,880
Corporate Support		..	1,902	3,928
GRAND TOTAL		..	10,649	39,712

Notes:

1. Figures may not add due to rounding.

2. Office of the Premier and Minister for Arts includes the Townsville regional office from 26 March 2009.

Staff by Office

Staff by Office ¹	Notes	2008-09 Est. Act.	2009-10 Estimate
Premier and Minister for the Arts	2	34	34
Deputy Premier and Minister for Health		16	16
Treasurer and Minister for Employment and Economic Development		12	12
Minister for Public Works and Information and Communication Technology		8	8
Minister for Natural Resources, Mines and Energy and Minister for Trade		14	14
Minister for Education and Training		13	13
Minister for Police, Corrective Services and Emergency Services		13	12
Minister for Main Roads		9	9
Minister for Primary Industries, Fisheries and Rural and Regional Queensland		10	10
Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships		9	9
Minister for Infrastructure and Planning		11	11
Minister for Transport		10	10
Minister for Tourism and Fair Trading		10	10
Minister for Child Safety and Minister for Sport		10	10
Minister for Community Services and Housing and Minister for Women		11	11
Minister for Disability Services and Multicultural Affairs		9	9
Minister for Climate Change and Sustainability		9	9
Attorney-General and Minister for Industrial Relations		10	10
Total for Ministerial Offices		218	217
Office of the Leader of the Opposition		22	22
Total for Non-Government support		22	22
Corporate Support	
GRAND TOTAL		240	239

Notes:

1. Figures may not add due to rounding.
2. Office of the Premier and Minister for the Arts includes the Townsville regional office from 26 March 2009.

Departmental Statements

Performance Statement

Department of the Premier and Cabinet	Notes	2008-09 Target/Est.	2008-09 Est. Actual	2009-10 Target/Est.
Output name: Policy Advice, Coordination and Cabinet Support				
Number of briefing notes provided to the Premier	1	2,000	2,200	2,000
Number of Cabinet meetings supported	1	44	41	47
Number of Community Cabinet meetings supported	1	10	9	10
Number of Cabinet Committee meetings supported	1	100	75	75
Percentage of briefs and policy advice provided within 15 working days or by agreed date	2	95%	85%	90%
Average time taken for the preparation of the Cabinet bag		Average 2 hours	1.5 hours	Average 2 hours
Percentage of Cabinet Secretariat timeframes met for Cabinet decisions		90% success in circulation by 4.30pm day following	90% success in circulation by 4.30pm day following	95% success in circulation by 4.30pm day following
Percentage of Cabinet Secretariat timeframes met for Community Cabinet Program		100% success in circulation by COB Thursday prior	100% success in circulation by COB Thursday prior	100% success in circulation by COB Thursday prior
State contribution (\$000)		36,408	37,757	34,381
Other revenue (\$000)		1,055	8,171	899
Total cost (\$000)		37,463	45,928	35,280
Output name: Government and Executive Services				
Number of Executive Council Minutes	3	1,175	1,064	975
Number of Governor's regional visit and general issues briefs		1,500	1,473	1,500
Number of briefs provided to the Premier	1,4	3,117	2,714	2,715
Number of items of Ministerial correspondence	1	53,000	45,500	53,000
Number of Ministerial Office training days provided	5	150	228	150
Total flying hours achieved (organ retrievals, search and rescue, official transport, other)		750	704	750
Number of protocol functions and official visits organised		135/75	125/59	130/65
Number of major event activities organised for Queensland	6	36	54	34
Number of speeches and related services prepared	1	440	360	400

Department of the Premier and Cabinet	Notes	2008-09 Target/Est.	2008-09 Est. Actual	2009-10 Target/Est.
Number of process improvement reviews undertaken	7	19	80	16
% of FOI applications processed within statutory timeframes		100%	100%	100%
% protocol products and services developed within agreed timeframes		95%	95%	95%
% of Ministerial correspondence completed on time		85%	86%	85%
State contribution (\$000)		50,444	56,321	41,984
Other revenue (\$000)		4,327	5,153	2,412
Total cost (\$000)		54,771	61,474	44,396

Output name: Arts and Culture

Number of public art projects completed	8	25	33	40
Number of arts activities funded		16,800	16,713	16,800
Number of statutory agencies and companies funded		9	9	9
Level of attendance in subsidised arts sector events	9,10	4,000,000	4,354,740	4,200,000
Level of client satisfaction with Arts Queensland's funding program and services	11	75%	76%	80%
Percentage of funding decisions informed by industry peer assessment	12,13	70%	68%	65%
Percentage of grant approvals processed within required timeframes		95%	94%	95%
Percentage of grant acquittals processed within required timeframes	14	90%	80%	90%
Percentage of regional communities accessing specific regional grants		95%	100%	95%
Percentage of funding provided to people from target groups	15,16	35%	48%	40%
Proportion of funding allocated to artists, arts workers and non-government arts and cultural organisations		82%	84%	82%
State contribution (\$000)		99,445	106,095	101,156
Other revenue (\$000)		5,437	5,452	5,213
Total cost (\$000)		104,882	111,547	106,369

Output name: Legislative Drafting, Advisory and Information Services

Reasonable levels of output:	17			
Number of Bills provided		..	80	..
Number of instruments of subordinate legislation provided		..	320	..
Number of pages of Bills and subordinate legislation provided		..	7,600	..
Number of amendments during consideration in detail provided		..	28	..
Number of pages of amendments during consideration in detail provided		..	67	..

Department of the Premier and Cabinet	Notes	2008-09 Target/Est.	2008-09 Est. Actual	2009-10 Target/Est.
Number of pages prepared in camera-ready form for publication		..	200,000	..
High client satisfaction: Qualitative evaluation of client satisfaction of direct Government drafting clients		85%	85%	85%
High proportion of deadlines met: Percentage of agreed deadlines met for: Printed publications		100% for mandatory deadlines 90% for other deadline	100% for mandatory deadlines 90% for other deadline	100% for mandatory deadlines 90% for other deadline
Electronic publications		75%	80%	75%
State contribution (\$000)		9,107	8,941	9,044
Other revenue (\$000)		20	28	28
Total cost (\$000)		9,127	8,969	9,072

Notes:

1. This is a demand driven measure and fluctuates accordingly.
2. The implementation of the department's new electronic document and records management system in 2008-09 has altered the data collection points for the initiation and finalisation of requests for advice. The 2008-09 Est. Actual and the 2009-10 Target have been adjusted accordingly.
3. The reduction in the 2009-10 Target due to the expected outcomes of implementing the recommendations of the *"Brokering Balance: A Public Interest Map for Queensland Government Bodies"*.
4. The measure has been amended to exclude the contributions from International Collaborations and Security, Planning and Coordination units which were transferred to other departments.
5. Additional training days due to change in portfolios and accountability training for all staff.
6. The 2008-09 Est. Actual includes the *Toward Q2: Tomorrow's Queensland* forums.
7. Additional process improvement reviews undertaken for changes in IT service arrangements for Ministerial Offices.
8. The variation between the 2008-09 Target and the 2008-09 Est. Actual is due to a higher number of Art Built-In projects being completed during 2008-09 than expected.
9. The increase in attendance numbers during 2008-09 is attributed to: the small to medium program (s2m), which encourages organisations to promote attendance in arts events; the first full year of grant funding for the Backing Indigenous Arts - Building Skills and Opportunities Grants program and Brisbane Festival.
10. The 2009-10 Target reflects the amalgamation of the Brisbane Festival and *Riverfestival* into one festival from 2009.
11. In 2008, the satisfaction survey included applicants to Sector Project Grants, s2m, Regional Arts Development Fund and art+place.
12. This measure refers to funding decisions made as part of competitive or open grant programs (s2m and Sector Project Grants) and does not include targeted funding decisions.
13. The variation between the 2008-09 Target and the 2008-09 Est. Actual is attributed to a higher number of Career Development Grants being processed in 2008-09 than in previous years. These grants do not require industry peer assessment.
14. The number of grant acquittals processed within the required timeframe has increased significantly in 2008-09. Arts Queensland will continue to work towards reaching the target of 90%.
15. This measure refers to grant recipients who self identify with one or more of the following target groups: Aboriginal people; Torres Strait Islander people; people from culturally and linguistically diverse backgrounds; children; young people; people with disabilities; Australian South Sea Islanders; and seniors. It does not include funding programs dedicated to specific target groups.
16. The variation in the 2008-09 Target and the 2008-09 Est. Actual is attributed to the increased number of recipients who self identify as children and young people. This is attributed to Arts Queensland's release of *arts culture + me - Children and Young People in the Arts Action Plan 2008-11*.
17. Workloads are driven by the government's legislative program and the sittings pattern of the Legislative Assembly. Outputs are not consistent throughout the year and may vary from year to year.

Income Statement

Department of the Premier and Cabinet	Notes	2008-09 Adjusted Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Income				
Output revenue	1,10	130,472	142,993	186,565
User charges	2,11	4,804	5,674	9,353
Grants and other contributions	3,12	6,620	11,241	2,163
Other revenue	4,13	72	2,612	216
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		141,968	162,520	198,297
Expenses				
Employee expenses	5,14	46,348	53,464	55,274
Supplies and services	6,15	35,888	45,248	31,582
Grants and subsidies	7,16	44,615	49,772	69,239
Depreciation and amortisation	8,17	12,844	12,134	40,683
Finance/borrowing costs		1,076	1,122	1,080
Other expenses	9,18	1,197	780	439
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		141,968	162,520	198,297
OPERATING SURPLUS/(DEFICIT)	

Statement of Changes in Equity

Department of the Premier and Cabinet	Notes	2008-09 Adjusted Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	26,34	18,680	33,580	18,938
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		18,680	33,580	18,938
Surplus/(deficit) for the period	
Total recognised income and expense for the period		18,680	33,580	18,938
Equity injection/(withdrawal)		8,460	4,979	(29,010)
Equity adjustments (MoG transfers)		810,527	831,145	295
Total movement in equity for period		837,667	869,704	(9,777)

Balance Sheet

Department of the Premier and Cabinet	Notes	2008-09 Adjusted Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CURRENT ASSETS				
Cash assets		14,222	31,573	30,336
Receivables	19,27	7,009	5,209	5,209
Other financial assets	
Inventories		121	146	146
Other	20,28	1,630	220	220
Non-financial assets held for sale	
Total current assets		22,982	37,148	35,911
NON-CURRENT ASSETS				
Receivables		175
Other financial assets	
Property, plant and equipment	21,29	852,715	870,724	859,906
Intangibles	22,30	4,018	2,525	3,704
Other	
Total non-current assets		856,908	873,249	863,610
TOTAL ASSETS		879,890	910,397	899,521
CURRENT LIABILITIES				
Payables	23,31	8,734	13,277	13,277
Employee benefit obligations	24,32	5,230	1,746	1,746
Interest-bearing liabilities and derivatives		1,165	1,176	1,238
Provisions	
Other	
Total current liabilities		15,129	16,199	16,261
NON-CURRENT LIABILITIES				
Payables	
Employee benefit obligations	25,33	794
Interest-bearing liabilities and derivatives		16,000	15,924	14,763
Provisions	
Other	
Total non-current liabilities		16,794	15,924	14,763
TOTAL LIABILITIES		31,923	32,123	31,024
NET ASSETS/(LIABILITIES)		847,967	878,274	868,497
EQUITY				
Capital/contributed equity		512,720	510,516	481,801
Retained surplus/(accumulated deficit)		25,946	11,111	11,111
Reserves:				
- Asset revaluation reserve	26,34	309,301	356,647	375,585
- Other (specify)	
TOTAL EQUITY		847,967	878,274	868,497

Cash Flow Statement

Department of the Premier and Cabinet	Notes	2008-09 Adjusted Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Output receipts	35,44	138,491	143,923	186,565
User charges	36,45	5,478	6,866	10,033
Grants and other contributions	37,46	6,620	11,241	2,163
Other	38,47	2,718	5,252	2,856
Outflows:				
Employee costs	39,48	(46,348)	(56,067)	(55,274)
Supplies and services	40,49	(38,232)	(52,197)	(33,927)
Grants and subsidies	41,50	(52,634)	(49,772)	(69,239)
Borrowing costs		(1,076)	(1,122)	(1,080)
Other	42,51	(1,878)	(1,460)	(1,119)
Net cash provided by/(used in) operating activities		13,139	6,664	40,978
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		(23,313)	(13,364)	(12,106)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(23,313)	(13,364)	(12,106)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	43,52	18,275	13,688	9,110
Outflows:				
Borrowing redemptions		(1,040)	(1,040)	(1,099)
Finance lease payments	
Equity withdrawals	53	(9,815)	(8,709)	(38,120)
Net cash provided by/(used in) financing activities		7,420	3,939	(30,109)
Net increase/(decrease) in cash held		(2,754)	(2,761)	(1,237)
Cash at the beginning of financial year		2,022	11,807	31,573
Cash transfers from restructure		14,954	22,527	..
Cash at the end of financial year		14,222	31,573	30,336

Administered Income Statement

Department of the Premier and Cabinet	Notes	2008-09 Adjusted Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Revenues				
Commonwealth grants	
Taxes, fees and fines	
Royalties, property income and other territorial Revenue	
Interest	57	76	87	327
Administered revenue	54,58	205,507	208,744	215,930
Other		2,764	2,764	2,764
Total revenues		208,347	211,595	219,021
Expenses				
Supplies and services		12,736	12,511	12,987
Depreciation and amortisation		350	350	350
Grants and subsidies	55,59	166,817	170,418	176,106
Benefit payments	
Borrowing costs	60	76	87	327
Other	56,61	25,604	25,465	26,487
Total expenses		205,583	208,831	216,257
Net surplus or deficit before transfers to Government		2,764	2,764	2,764
Transfers of administered revenue to Government		2,764	2,764	2,764
OPERATING SURPLUS/(DEFICIT)	

Administered Balance Sheet

Department of the Premier and Cabinet	Notes	2008-09 Adjusted Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CURRENT ASSETS				
Cash assets		11,901	8,565	9,792
Receivables	62,70	3,425	1,555	1,556
Inventories	
Other		36	25	25
Non-financial assets held for sale	
Total current assets		15,362	10,145	11,373
NON-CURRENT ASSETS				
Receivables	62,70	5,835	5,000	4,000
Other financial assets	
Property, plant and equipment	63,71	921	577	558
Intangibles	
Other	
Total non-current assets		6,756	5,577	4,558
TOTAL ADMINISTERED ASSETS		22,118	15,722	15,931
CURRENT LIABILITIES				
Payables	64,72	2,752	1,546	1,545
Transfers to Government payable	
Interest-bearing liabilities	65,73	2,004	1,000	1,000
Other	
Total current liabilities		4,756	2,546	2,545
NON-CURRENT LIABILITIES				
Payables	66,74	7,215	5,091	6,291
Interest-bearing liabilities	67,75	6,991	5,000	4,000
Other		20	10	20
Total non-current liabilities		14,226	10,101	10,311
TOTAL ADMINISTERED LIABILITIES		18,982	12,647	12,856
ADMINISTERED NET ASSETS/(LIABILITIES)		3,136	3,075	3,075
EQUITY				
Capital/Contributed equity	68,76	2,960	3,712	3,712
Retained surplus/(Accumulated deficit)	69,77	176	(637)	(637)
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL ADMINISTERED EQUITY		3,136	3,075	3,075

Administered Cash Flow Statement

Department of the Premier and Cabinet	Notes	2008-09 Adjusted Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered item receipts	78,82	235,298	234,145	215,930
Grants and other contributions		2,764	2,764	2,764
Taxes, fees and fines	
Royalties, property income and other territorial revenues	
Other	79	390	1,275	326
Outflows:				
Transfers to Government		(2,764)	(2,996)	(2,764)
Grants and subsidies	83	(196,608)	(195,819)	(176,106)
Supplies and services		(12,736)	(12,511)	(12,987)
Borrowing costs		(391)	(402)	(327)
Other	80,84	(24,342)	(25,476)	(25,278)
Net cash provided by/(used in) operating activities		1,611	980	1,558
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	81,85	78	1,967	1,000
Outflows:				
Payments for property, plant and equipment and intangibles		(351)	(351)	(331)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(273)	1,616	669
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	81,85	(78)	(2,841)	(1,000)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(78)	(2,841)	(1,000)
Net increase/(decrease) in cash held		1,260	(245)	1,227
Administered cash at beginning of financial year		10,641	8,810	8,565
Cash transfers from restructure	
Administered cash at end of financial year		11,901	8,565	9,792

Explanation of Variances in the Financial Statements

Income Statement

Major variations between 2008-09 Adjusted Budget and 2008-09 Estimated Actual include:

1. An increase in Output revenue primarily due to new initiative funding for the Search for the Centaur project, Smart State Strategy 2008-12 Designing Queensland, the new annual Brisbane Festival, and the establishment of both the Information Policy and Legislative Review Office and the Executive Correspondence Unit. In addition, funding was carried forward from 2007-08 for the Reef Water Quality Protection Plan, the Queensland Indigenous Alcohol Diversion Program, the Council for the Australian Federation Secretariat, Backing Indigenous Arts, the Visual Arts and Craft Strategy and the SmartCab Cabinet Information System.
2. An increase in User charges primarily due to greater than anticipated revenue received for a higher level of corporate support provided to other agencies.
3. An increase in Grants and other contributions primarily due to the receipt of contributions for the Policy Development Program and the recognition of revenue received but unearned in 2007-08 in relation to the Council for the Australian Federation Secretariat and the Reef Water Quality Protection Plan.
4. An increase in Other revenue primarily due to a contribution from the Community Investment Fund towards Queensland's 150th Celebrations.
5. An increase in Employee expenses primarily due to additional costs in 2008-09 associated with the Policy Development Program, the Information Policy and Legislative Review Office, the Executive Correspondence Unit, corporate support provided to other agencies, and the transfer into the department of Records Management Services from the Shared Services Agency as a result of the former Service Delivery and Performance Commission's recommendations.
6. An increase in Supplies and services primarily due to additional expenses associated with the Search for the Centaur project, the Information Policy and Legislative Review Office, the Executive Correspondence Unit, the Council for the Australian Federation Secretariat and corporate support provided to other agencies. The increase is also attributable to expenditure carried forward from 2007-08 for the Reef Water Quality Protection Plan, the Queensland Indigenous Alcohol Diversion Program, the Council for the Australian Federation Secretariat, and the SmartCab Cabinet Information System.
7. An increase in Grants and subsidies primarily due to additional payments made to the new annual Brisbane Festival, Smart State Strategy 2008-12 Designing Queensland, Backing Indigenous Arts, the Visual Arts and Craft Strategy, and a reclassification of a contribution to *Riverfestival* from Other expenses. This is partly offset by grants payable to the Department of Education and Training as a result of the machinery-of-Government transfer of Arts Queensland.
8. A decrease in Depreciation and amortisation primarily due to the 2007-08 year end revaluation of the Government Aircraft, as required by Australian Accounting Standards and the delay in the completion of the SmartCab Cabinet Information System.
9. A decrease in Other expenses primarily due to a reclassification of the payment to *Riverfestival* as Grants and subsidies.

Major variations between 2008-09 Adjusted Budget and 2009-10 Estimate include:

10. An increase in Output revenue primarily due to the full year effect of the 2008-09 machinery-of-Government transfers, the establishment of both the Information Policy and Legislation Review Office and the Executive Correspondence Unit, the implementation of *Telepresence* (a national video conferencing network system) and Enterprise Bargaining arrangements. Additional funding is also provided in 2009-10 for the s2m Arts Sector Program, Major Performing Arts Organisations and the Information and Communication Technology Infrastructure and Network Strategy. This increase is partly offset by efficiency savings and reduced funding for the Indigenous Criminal Justice Research Agenda, Regional Parliament, and the SmartCab Cabinet Information System. In addition funding has decreased due to the final instalment being provided for the Great Barrier Reef Day-to-Day Management's Whitsunday facilities upgrade and completion of the implemented electronic Document and Records Management System (eDRMS) in 2008-09, as well as the conclusion of Queensland's 150th Celebrations in mid 2009-10.
11. An increase in User charges primarily due to the full year effect of the 2008-09 machinery-of-Government transfers, as well as revenue earned for the provision of information and communication technology services to Ministerial Offices and Office of the Leader of the Opposition.
12. A decrease in Grants and other contributions primarily due to reduced contributions for the Reef Water Quality Protection Plan and the conclusion of Queensland's 150th Celebrations in mid 2009-10.
13. An increase in Other revenue due to the full year effect of the 2008-09 machinery-of-Government transfers in relation to rental charges and box office receipts for the Judith Wright Centre of Contemporary Arts.
14. An increase in Employee expenses primarily due to the full year effect of the 2008-09 machinery-of-Government transfers, the establishment of both the Information Policy and Legislation Review Office and the Executive Correspondence Unit, the provision of information and communication technology services to Ministerial Offices and Office of the Leader of the Opposition and Enterprise Bargaining arrangements. This increase is partly offset by efficiency savings and reduced costs associated with the SmartCab Cabinet Information System and the Reef Water Quality Protection Plan.
15. A decrease in Supplies and services primarily due to a reduction in costs associated with the Indigenous Criminal Justice Research Agenda, SmartCab Cabinet Information System and Regional Parliament. Costs will also decrease due to efficiency savings and the completion of the implemented electronic Document and Records Management System (eDRMS) in 2008-09 and the conclusion of Queensland's 150th Celebrations in mid 2009-10. This decrease is partly offset by the full year effect of the 2008-09 machinery-of-Government transfers, additional costs associated with the Information Policy and Legislation Reform Office, the Executive Correspondence Unit, the provision of information and communication technology services to Ministerial Offices and Office of the Leader of the Opposition, the implementation of *Telepresence* (a national video conferencing network system) and the Information and Communication Technology Infrastructure and Network Strategy.
16. An increase in Grants and subsidies primarily due to the full year effect of the 2008-09 machinery-of-Government transfers and additional grants for the s2m Arts Sector Program and Major Performing Arts Organisations. In addition the contribution made to *Riverfestival* was reclassified from Other expenses. This increase is partly offset by the finalisation of Queensland's 150th Celebrations Community Funding Program as well as the final instalment being provided to the Great Barrier Reef Day-to-Day Management for the Whitsunday facilities upgrade in 2008-09.
17. An increase in Depreciation and amortisation primarily due to the completion of the SmartCab Cabinet Information System, the implementation of Information and Communication Technology Infrastructure and Network Strategy and the full year effect of the 2008-09 machinery-of-Government transfers. This increase is partly offset by lower depreciation on the Government Aircraft due to the 2007-08 year end revaluation as required by Australian Accounting Standards.
18. A decrease in Other expenses due to a reclassification of the payment to *Riverfestival* as Grants and subsidies.

Balance Sheet

Major variations between 2008-09 Adjusted Budget and 2008-09 Estimated Actual include:

19. A decrease in Receivables primarily due to fluctuations in accrued revenue between years.
20. A decrease in Other current assets primarily due to fluctuations in prepaid expenses between years.
21. An increase in Property, plant and equipment primarily due to the refurbishment of the Queensland Performing Arts Centre.
22. A decrease in Intangibles primarily due to a redistribution of costs between capital and operating in relation to the Information and Communication Technology Infrastructure and Network Strategy and the delay in the completion of SmartCab Cabinet Information System until early 2009-10.
23. An increase in Payables due to fluctuations between years in accrued expenditure.
24. A decrease in Current employee benefit obligations primarily due to the transfer of annual leave liabilities to the Annual Leave Central Scheme (ALCS), administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.
25. A decrease in Non-Current employee benefit obligations primarily due to the transfer of annual leave liabilities to the Annual Leave Central Scheme (ALCS), administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.
26. An increase in the Asset revaluation reserve due to the refurbishment of the Queensland Performing Arts Centre. The Government Aircraft was also revalued as a result of exchange rate fluctuations in the Australian dollar against the United States dollar, being the currency internationally applied to all aircraft transactions.

Major variations between 2008-09 Adjusted Budget and 2009-10 Estimate include:

27. A decrease in Receivables due to fluctuations between years in accrued revenue.
28. A decrease in Other current assets due to fluctuations in prepaid expenses between years.
29. An increase in Property, plant and equipment due to the refurbishment of the Queensland Performing Arts Centre and transformation of the Cultural Centre auditorium, *The Edge*, into a creative ideas and technology centre for young people.
30. A decrease in Intangibles primarily due to a redistribution of costs between capital and operating in relation to the Information and Communication Technology Infrastructure and Network Strategy.
31. An increase in Payables due to fluctuations between years in accrued expenditure.
32. A decrease in Current employee benefit obligations primarily due to the transfer of annual leave liabilities to the Annual Leave Central Scheme (ALCS), administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.
33. A decrease in Non-Current employee benefit obligations primarily due to the transfer of annual leave liabilities to the Annual Leave Central Scheme (ALCS), administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.
34. An increase in the Asset revaluation reserve due to the refurbishment of the Queensland Performing Arts Centre. The Government Aircraft was also revalued as a result of exchange rate fluctuations in the Australian dollar against the United States dollar, being the currency internationally applied to all aircraft transactions.

Cash Flow Statement

Major variations between 2008-09 Adjusted Budget and 2008-09 Estimated Actual include:

35. An increase in Output receipts primarily due to new initiative funding for the Search for the Centaur project, Smart State Strategy 2008-12 Designing Queensland, the new annual Brisbane Festival, and the establishment of both the Information Policy and Legislative Review Office and the Executive Correspondence Unit. In addition funding was carried forward from 2007-08 for the Reef Water Quality Protection Plan, the Queensland Indigenous Alcohol Diversion Program, the Council for the Australian Federation Secretariat, Backing Indigenous Arts, the Visual Arts and Craft Strategy and the SmartCab Cabinet Information System.
36. An increase in User charges primarily due to greater than anticipated revenue received for a higher level of corporate support provided to other agencies.
37. An increase in Grants and other contributions primarily due to the receipt of contributions for the Policy Development Program.
38. An increase in Other inflows primarily due to the receipt of cash from the Community Investment Fund towards Queensland's 150th Celebrations.
39. An increase in Employee costs primarily due to additional payments in 2008-09 associated with the Policy Development Program, the Information Policy and Legislative Review Office, the Executive Correspondence Unit, corporate support provided to other agencies, and the transfer into the department of Records Management Services from the Shared Services Agency as a result of the former Service Delivery and Performance Commission's recommendations.
40. An increase in Supplies and services primarily due to additional payments associated with the Search for the Centaur project, the Information Policy and Legislative Review Office, the Executive Correspondence Unit, the Council for the Australian Federation Secretariat and corporate support provided to other agencies. The increase is also attributable to funds carried forward from 2007-08 for the Reef Water Quality Protection Plan, the Queensland Indigenous Alcohol Diversion Program, the Council for the Australian Federation Secretariat, and the SmartCab Cabinet Information System.
41. A decrease in Grants and subsidies due to grants payable to the Department of Education and Training as a result of the machinery-of-Government transfer of Arts Queensland, partly offset by additional payments made to the new annual Brisbane Festival, Smart State Strategy 2008-12 Designing Queensland, Backing Indigenous Arts, the Visual Arts and Craft Strategy and a reclassification of contributions made to *Riverfestival* from Other expenses.
42. A decrease in Other outflows due to a reclassification of the payment to *Riverfestival* as Grants and subsidies.
43. A decrease in Equity injections reflecting movement in asset purchases.

Major variations between 2008-09 Adjusted Budget and 2009-10 Estimate include:

44. An increase in Output receipts primarily due to the full year effect of the 2008-09 machinery-of Government transfers, the establishment of both the Information Policy and Legislation Review Office and the Executive Correspondence Unit, the implementation of *Telepresence* (a national video conferencing network system) and Enterprise Bargaining arrangements. Additional funding is also provided in 2009-10 for the s2m Arts Sector Program, Major Performing Arts Organisations and the Information and Communication Technology Infrastructure and Network Strategy. This increase is partly offset by efficiency savings and a reduction in receipts for the Indigenous Criminal Justice Research Agenda, Regional Parliament, and the SmartCab Cabinet Information System. In addition output receipts will decrease due to the final instalment being provided for the Great Barrier Reef Day-to-Day Management's Whitsunday facilities upgrade and completion of the

- implemented electronic Document and Records Management System (eDRMS) in 2008-09 as well as the conclusion of Queensland's 150th Celebrations in mid 2009-10.
45. An increase in User charges primarily due to the full year effect of the 2008-09 machinery-of-Government transfers as well as receipts for the provision of information and communication technology services to Ministerial Offices and Office of the Leader of the Opposition.
 46. A decrease in Grants and other contributions primarily due to reduced contributions for the Reef Water Quality Protection Plan and the conclusion of Queensland's 150th Celebrations in mid 2009-10.
 47. An increase in Other inflows due to the full year effect of the 2008-09 machinery-of-Government transfers in relation to rental charges and box office receipts for the Judith Wright Centre of Contemporary Arts.
 48. An increase in Employee costs primarily due to the full year effect of the 2008-09 machinery-of-Government transfers, the establishment of both the Information Policy and Legislation Review Office and the Executive Correspondence Unit, the provision of information and communication technology services to Ministerial Offices and Office of the Leader of the Opposition and Enterprise Bargaining arrangements. This increase is partly offset by efficiency savings and reduced payments associated with the SmartCab Cabinet Information System and the Reef Water Quality Protection Plan.
 49. A decrease in Supplies and services primarily due to a reduction in payments associated with the Indigenous Criminal Justice Research Agenda, SmartCab Cabinet Information System and Regional Parliament. Payments will also decrease due to the efficiency savings and the completion of the implemented electronic Document and Records Management System (eDRMS) in 2008-09 and the conclusion of Queensland's 150th Celebrations in mid 2009-10. This decrease is partly offset by the full year effect of 2008-09 machinery-of-Government transfers and additional payments associated with the Information Policy and Legislation Reform Office, the Executive Correspondence Unit, the provision of information and communication technology services to Ministerial Offices and Office of the Leader of the Opposition, the implementation of *Telepresence* (a national video conferencing network system) and the Information and Communication Technology Infrastructure and Network Strategy.
 50. An increase in Grants and subsidies primarily due to the full year effect of 2008-09 machinery-of-Government transfers and additional grants for the s2m Arts Sector Program and Major Performing Arts Organisations. In addition the contribution made to *Riverfestival* was reclassified from Other expenses. This increase is partly offset by the finalisation of Queensland's 150th Celebrations Community Funding Program as well as the final instalment being provided to the Great Barrier Reef Day-to-Day Management for the Whitsunday facilities upgrade in 2008-09.
 51. A decrease in Other outflows due to a reclassification of the payment to *Riverfestival* as Grants and subsidies.
 52. A decrease in Equity injections primarily due to the completion of the SmartCab Cabinet Information System, the Performing Arts Centre refurbishment, and the transformation of the Cultural Centre Auditorium, *The Edge*, into a creative ideas and technology centre for young people.
 53. An increase in Equity withdrawals to match depreciation expense on the Queensland Cultural Centre and SmartCab Cabinet Information System.

Administered Income Statement

Major variations between 2008-09 Adjusted Budget and 2008-09 Estimated Actual include:

54. An increase in Administered revenue primarily due to additional funding received in relation to the Commission for Children and Young People and Child Guardian and the newly created Family Responsibilities Commission, partly offset by the return of savings to Consolidated Fund by Ministerial Offices and Office of the Leader of the Opposition.
55. An increase in Grants and subsidies primarily due to additional funding received in relation to the Commission for Children and Young People and Child Guardian and the newly created Family Responsibilities Commission.
56. A decrease in Other expenses primarily due to the return of savings to Consolidated Fund by Ministerial Offices and Office of the Leader of the Opposition.

Major variations between 2008-09 Adjusted Budget and 2009-10 Estimate include:

57. An increase in Interest revenues reflecting the full-year effect of the 2008-09 machinery-of-Government transfer of Arts Queensland to the department from the former Department of Education, Training and the Arts.
58. An increase in Administered revenue reflecting the full-year effect of the 2008-09 machinery-of-Government transfer of Arts Queensland to the department from the former Department of Education, Training and the Arts and Enterprise Bargaining arrangements, partly offset by a reduction in funding to South Bank Corporation in relation to the expansion of the Brisbane Convention and Exhibition Centre and the full-year effect of the 2008-09 machinery-of-Government transfer of the Commission for Children and Young People and Child Guardian from the department to the Department of Communities.
59. An increase in Grants and subsidies reflecting the full-year effect of the 2008-09 machinery-of-Government transfer of Arts Queensland to the department from the former Department of Education, Training and the Arts partly offset by a reduction in funding to South Bank Corporation in relation to the expansion of the Brisbane Convention and Exhibition Centre and the full-year effect of the 2008-09 machinery-of-Government transfer of the Commission for Children and Young People and Child Guardian from the department to the Department of Communities.
60. An increase in Borrowing costs reflecting the full-year effect of the 2008-09 machinery-of-Government transfer of Arts Queensland to the department from the former Department of Education, Training and the Arts.
61. An increase in Other expenses primarily due to Enterprise Bargaining arrangements.

Administered Balance sheet

Major variations between 2008-09 Adjusted Budget and 2008-09 Estimated Actual include:

62. A decrease in Current and Non-Current Receivables reflecting principal repayments received on loans in relation to the Revolving Film Finance Fund.
63. A decrease in Property, plant and equipment due to the postponement of the asset replacement program within Ministerial Offices and Office of the Leader of the Opposition.
64. A decrease in Current Payables due to the transfer of Ministerial Offices and Office of the Leader of the Opposition annual leave liabilities to the Annual Leave Central Scheme (ALCS), administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.
65. A decrease in Current Interest-bearing liabilities due to principal repayments on loans in relation to the Revolving Film Finance Fund.
66. A decrease in Non-Current Payables due to the transfer of Ministerial Offices and Office of the Leader of the Opposition annual leave liabilities to the Annual Leave Central Scheme (ALCS), administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.

67. A decrease in Non-Current Interest-bearing liabilities due to principal repayments on loans in relation to the Revolving Film Finance Fund.
68. An increase in Capital/Contributed equity primarily due to the transfer of Ministerial Offices and Office of the Leader of the Opposition annual leave liabilities to the Annual Leave Central Scheme (ALCS), administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.
69. A decrease in Retained surplus reflecting the 2007-08 end of year position of Ministerial Offices and Office of the Leader of the Opposition.

Major variations between 2008-09 Adjusted Budget and 2009-10 Estimate include:

70. A decrease in Current and Non-Current Receivables due to principal repayment receipts on loans in relation to the Revolving Film Finance Fund.
71. A decrease in Property, plant and equipment due to the postponement of the asset replacement program within Ministerial Offices and Office of the Leader of the Opposition.
72. A decrease in Current Payables due to the transfer of Ministerial Offices and Office of the Leader of the Opposition annual leave liabilities to the Annual Leave Central Scheme (ALCS), administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.
73. A decrease in Current Interest-bearing liabilities due to principal repayments on loans in relation to the Revolving Film Finance Fund.
74. A decrease in Non-Current Payables due to the transfer of Ministerial Offices and Office of the Leader of the Opposition annual leave liabilities to the Annual Leave Central Scheme (ALCS), administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.
75. A decrease in Non-Current Interest-bearing liabilities due to principal repayments on loans in relation to the Revolving Film Finance Fund.
76. An increase in Capital/Contributed equity primarily due to the transfer of Ministerial Offices and Office of the Leader of the Opposition annual leave liabilities to the Annual Leave Central Scheme (ALCS), administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.
77. A decrease in Retained surplus reflecting the 2007-08 end of year position of Ministerial Offices and Office of the Leader of the Opposition.

Administered Cash Flow Statement

Major variations between 2008-09 Adjusted Budget and 2008-09 Estimated Actual include:

78. A decrease in Administered item receipts primarily due to the return of savings to Consolidated Fund by Ministerial Offices and Office of the Leader of the Opposition, partly offset by additional funding received in relation to the newly created Family Responsibilities Commission, which has now transferred to the Department of Communities.
79. An increase in Other inflows reflecting a technical adjustment associated with the Revolving Film Finance Fund.
80. An increase in Other outflows primarily due to cash transfers associated with the implementation of the Annual Leave Central Scheme (ALCS) administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.
81. An increase in Loans and advances redeemed and Borrowing redemptions reflecting principal repayments on loans receivable and payable in relation to the Revolving Film Finance Fund.

Major variations between 2008-09 Adjusted Budget and 2009-10 Estimate include:

82. A decrease in Administered item receipts due to a reduction in funding to South Bank Corporation for the expansion of the Brisbane Convention and Exhibition Centre partly offset by the full-year effect of the 2008-09 machinery-of-Government transfers and Enterprise Bargaining arrangements.
83. A decrease in Grants and subsidies outflows reflecting the reduction in funding to South Bank Corporation for the expansion of the Brisbane Convention and Exhibition Centre and the full-year effect of the 2008-09 machinery-of-Government transfers.
84. An increase in Other outflows primarily due to additional funding provided for Enterprise Bargaining arrangements.
85. An increase in Loans and advances redeemed and Borrowing redemptions reflecting full-year effect of the 2008-09 machinery-of-Government transfer of Arts Queensland to the department from the former Department of Education, Training and the Arts.

Shared Service Initiative

Corporate Administration Agency

Overview

The Corporate Administration Agency (CAA) has been operating as a shared service provider since 1 July 1997, and currently employs approximately 114 full-time equivalent staff. The agency aims to deliver high quality, value adding corporate support across the Queensland Government.

The primary focus of CAA is to deliver cost effective and flexible services to arts and other statutory bodies and smaller organisations. Services delivered by CAA include: human resource management, financial management, information management and business systems, and facilities management. Factors impacting on the agency include servicing individual client needs and delivering flexible business systems. To address these challenges, CAA works to enhance and develop its client relationships, its workforce and its capacity to deliver new and innovative business solutions.

Review of Performance

Recent achievements

The Corporate Administration Agency:

- provided services to 27 client organisations including Family Responsibilities Commission, WaterSecure, Commission for Children and Young People and Child Guardian, SEQ Water Grid Manager and Forestry Plantations Queensland
- worked with clients to identify priority areas for innovation and improvement resulting in enhanced workflow automation and the development of a range of business solutions to meet identified client needs
- worked closely with Arts Queensland to finalise revised operational and governance arrangements to deliver more effective and efficient management and planning services to the Cultural Centre
- participated in benchmarking studies at the national and international level with overall results indicating that CAA's operations rate well when compared with similar operations.

Future developments

The Corporate Administration Agency will:

- consult with clients regarding their current and future business needs to ensure continued enhancement of existing services or development of new solutions
- analyse performance data against benchmarking data, and review service provision accordingly. Report annually to clients on performance results
- implement a new business plan which includes reviewing the current direction, business model and internal governance arrangements to ensure that the CAA continues to operate in a flexible, cost effective and responsive manner.

Statements

Performance Statement

Corporate Administration Agency	Notes	2008-09 Target/Est.	2008-09 Est. Actual.	2009-10 Target/Est.
Financial performance measures				
\$ SSP operating surplus/ (deficit)	
% Labour costs as % of total expenses	1	26%	25%	25%
Non-financial performance measures				
Number of FTEs in SSP	2	103	114	119

Notes:

1. A large portion of the CAA's total expenses is devoted to the provision of building services and facilities management of the Cultural Centre.
2. The increase in staffing numbers has occurred as a result of an increase in the number of Statutory Authorities choosing to receive their corporate services from the CAA.

Income Statement

Corporate Administration Agency	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Income				
User charges	1,4	23,945	27,459	28,377
Grants and other contributions	2	7,683	5,868	5,333
Other revenue		11	11	11
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		31,639	33,338	33,721
Expenses				
Employee expenses	5	8,248	8,248	9,015
Supplies and services	3	22,619	24,198	23,819
Grants and subsidies	
Depreciation and amortisation		252	372	372
Finance/borrowing costs		25	25	20
Other expenses		495	495	495
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		31,639	33,338	33,721
OPERATING SURPLUS/(DEFICIT)	

Statement of Changes in Equity

Corporate Administration Agency	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 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

Corporate Administration Agency	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CURRENT ASSETS				
Cash assets		2,099	2,327	2,499
Receivables		1,790	2,902	2,902
Other financial assets	
Inventories		47	36	36
Other		137	293	293
Non-financial assets held for sale	
Total current assets		4,073	5,558	5,730
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		1,161	1,712	1,582
Intangibles		433	488	346
Other	
Total non-current assets		1,594	2,200	1,928
TOTAL ASSETS		5,667	7,758	7,658
CURRENT LIABILITIES				
Payables		1,338	3,293	3,293
Employee benefit obligations	6,7	948	183	183
Interest-bearing liabilities and derivatives		128	152	101
Provisions	
Other	
Total current liabilities		2,414	3,628	3,577
NON-CURRENT LIABILITIES				
Payables	
Employee benefit obligations	
Interest-bearing liabilities and derivatives		90	39	(10)
Provisions	
Other	
Total non-current liabilities		90	39	(10)
TOTAL LIABILITIES		2,504	3,667	3,567
NET ASSETS/(LIABILITIES)		3,163	4,091	4,091
EQUITY				
Capital/contributed equity		823	786	786
Retained surplus/(Accumulated deficit)		2,340	3,305	3,305
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		3,163	4,091	4,091

Cash Flow Statement

Corporate Administration Agency	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	8,12	23,945	26,456	28,377
Grants and other contributions	9	7,683	5,868	5,333
Other	10	11	1,010	11
Outflows:				
Employee costs	13	(8,248)	(8,248)	(9,015)
Supplies and services	11	(22,619)	(25,151)	(23,819)
Grants and subsidies	
Borrowing costs		(25)	(25)	(20)
Other		(495)	(495)	(495)
Net cash provided by/ (used in) operating activities		252	(585)	372
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		(100)	(100)	(100)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(100)	(100)	(100)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions		(100)	(100)	(100)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(100)	(100)	(100)
Net increase/(decrease) in cash held		52	(785)	172
Cash at the beginning of financial year		2,047	3,112	2,327
Cash transfers from restructure	
Cash at the end of financial year		2,099	2,327	2,499

Explanation of Variances in the Financial Statements

Corporate Administration Agency

Income Statement

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

1. An increase in User charges reflecting additional revenue from new clients, recovery of implementation expenses for the new clients and increased recoveries of Cultural Centre maintenance expenses from clients.
2. A decrease in Grants and other contributions reflecting a decrease in capital maintenance funding.
3. An increase in Supplies and services reflecting the implementation costs for new clients and increases in the Cultural Centre maintenance contracts, partly offset by a reduction in expenses for capital maintenance at the Cultural Centre.

Major variations between 2008-09 Budget and 2009-10 Estimates include:

4. An increase in User charges reflecting additional revenue from new clients and increased recoveries of Cultural Centre maintenance expenses from clients.
5. An increase in Employee expenses in relation to Enterprise Bargaining arrangements.

Balance Sheet

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

6. A decrease in Employee benefit obligations reflecting the transfer of annual leave liabilities to the Annual Leave Central Scheme (ALCS), administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

7. A decrease in Employee benefit obligations reflecting the transfer of annual leave liabilities to the Annual Leave Central Scheme (ALCS), administered by QSuper. The Scheme was established on 30 June 2008 to centrally fund annual leave obligations.

Cash Flow Statement

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

8. An increase in User charges inflows reflecting additional receipts from new clients, the recovery of implementation costs for the new clients and increased recoveries of Cultural Centre maintenance costs from clients.
9. A decrease in Grants and other contributions inflows reflecting a decrease in Cultural Centre capital maintenance costs.
10. An increase in Other inflows reflecting movements in accounts receivable relating to prior years.
11. An increase in Supplies and services outflows reflecting the implementation costs for new clients and increases in Cultural Centre maintenance contracts, partly offset by a reduction in costs for Cultural Centre capital maintenance.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

12. An increase in User charges inflows reflecting additional receipts from new clients and increased recoveries of Cultural Centre maintenance costs from clients.
13. An increase in Employee costs in relation to Enterprise Bargaining arrangements.

Statutory Bodies

Library Board of Queensland

Overview

The State Library of Queensland is the primary custodian of Queensland's documentary heritage. It is a major research and reference library and partners with local governments to provide library services for over 340 public libraries and Indigenous Knowledge Centres (IKCs). In 2008-09, the State Library employed an estimated 280 full-time equivalent staff and 160 volunteers.

The State Library contributes to *Toward Q2: Tomorrow's Queensland* ambitions Smart – Delivering world-class education and training by creatively linking Queenslanders to information, knowledge and each other; and Strong – Creating a diverse economy powered by bright ideas by working in partnership with public libraries to support the State's development as a knowledge economy. A key challenge for the State Library is optimising the benefits of information and communication technologies. The State Library's direction is articulated in its *Enriching the lives of Queenslanders* policy, which focuses on three objectives: learning for all, Queensland memory: today for tomorrow, and community connections.

Review of Performance

Recent achievements

The State Library of Queensland:

- attracted an estimated 1,566,000 visits in 2008-09, with 344,000 people attending public programs, including 125,000 to creative learning programs for children and their families, and over 47,000 to the international blockbuster Game On
- celebrated Queensland's sesquicentenary and the 75th anniversary of the John Oxley Library through exhibitions, lectures, learning programs, a historian in residence and a treasures tour
- commenced the *Queensland Indigenous Languages Project* (under the *Keeping Culture Strong* initiative), and established a new IKC at Hope Vale in partnership with the Hope Vale Aboriginal Shire Council and philanthropic partners
- delivered initiatives under *Expanding Horizons: Positioning Queensland Public Libraries for the Future 2008-12*, including a new Local Government Diploma in Library and Cultural Services, a revised public library grants methodology, new service level agreements with local governments and revised Public Library Standards
- continued the implementation of the *Queensland People's Network*, including delivering learning programs for public library staff and the community, and releasing *onesearch*, which greatly improves the ease of searching the State Library's physical and digital collection.

Future developments

The State Library of Queensland will:

- launch *The Edge* in partnership with Arts Queensland as a shared facility across the Cultural Centre to offer exciting programs and resources for young people
- establish two new IKCs at Hammond Island and Palm Island and deliver literacy, school holiday and ICT programs to remote Aboriginal and Torres Strait Islander communities

- continue to implement *Expanding Horizons* including new learning and literacy programs and ICT skills development
- complete the implementation of Digitool to improve access to digital collections and continue to improve the State Library's website functionality.

Statements

Performance Statement

Library Board of Queensland	Notes	2008-09 Target/Est. '000	2008-09 Est. Actual '000	2009-10 Target/Est. '000
Items in the Collection				
State reference and heritage collections		2,016	2,042	2,093
Physical items		1,960	1,985	2,016
Items digitised by the State Library		51	52	59
Online titles in statewide databases	1	5	5	18
Queensland public libraries lending collection (physical items)		470	510	510
Additions to the Collection				
State reference and heritage collections		42	49	42
Physical items		35	42	35
Items digitised by the State Library		7	7	7
Queensland public libraries lending collection (physical items)		25	38	31
Visits				
Onsite	2	980	1,566	1,500
Page requests to the website		13,000	14,900	14,200
Usage of the Collection				
State reference and heritage collections	3	420	1,042	1,172
Queensland public libraries lending collection		200	291	200
Participants in public programs		330	344	330
Client satisfaction with collections, services and public programs		90%	98%	95%
% of complex reference inquiries fulfilled within timeframes set by client service standards		90%	85%	90%
Total borrowing from public libraries		40,050	39,869	40,000
% of complex reference inquiries from regional Queensland		18%	21%	18%
% of grants to regional Queensland		61%	66%	61%
% of Indigenous Councils with a library service		56%	57%	60%
State contribution (\$'000)		51,148	51,370	51,886
Other revenue(\$'000)		3,183	4,976	3,647
Total cost (\$'000)		52,686	56,099	54,495

Notes:

1. The number of databases of full text articles accessible by Queenslanders remotely from the State Library building will be increased in 2009-10.
2. The overachievement of the 2008-09 Target is due to higher than forecast use of State Library across a broad range of programs and services.
3. Overachievement of 2008-09 Target is due to successful implementation of new software enabling improved access to digitised full text documents. The 2009-10 forecast reflects an ongoing increase in accessible full text databases.

Income Statement

Library Board of Queensland	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Income				
User charges	1, 9	1,536	2,168	1,572
Grants and other contributions	2, 5	51,694	53,102	53,339
Other revenue	6,10	1,101	1,076	622
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		54,331	56,346	55,533
Expenses				
Employee expenses	3, 7	20,913	21,853	22,212
Supplies and services	4	14,215	16,697	14,094
Grants and subsidies	8,11	16,808	16,720	17,538
Depreciation and amortisation		581	583	581
Finance/borrowing costs		5	11	..
Other expenses		164	235	70
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		52,686	56,099	54,495
OPERATING SURPLUS/(DEFICIT)		1,645	247	1,038

Statement of Changes in Equity

Library Board of Queensland	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		2,115	2,022	2,108
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		2,115	2,022	2,108
Surplus/(deficit) for the period		1,645	247	1,038
Total recognised income and expense for the period		3,760	2,269	3,146
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		3,760	2,269	3,146

Balance Sheet

Library Board of Queensland	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CURRENT ASSETS				
Cash assets	12,15	8,140	6,759	6,918
Receivables	13,16	1,586	1,231	1,231
Other financial assets	
Inventories		145	140	140
Other		329	670	670
Non-financial assets held for sale	
Total current assets		10,200	8,800	8,959
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		87,461	86,025	89,124
Intangibles		352	392	269
Other	
Total non-current assets		87,813	86,417	89,393
TOTAL ASSETS		98,013	95,217	98,352
CURRENT LIABILITIES				
Payables	14,17	1,390	888	889
Employee benefit obligations		1,604	1,361	1,361
Interest-bearing liabilities and derivatives	18	12	11	..
Provisions	
Other		25	438	438
Total current liabilities		3,031	2,699	2,688
NON-CURRENT LIABILITIES				
Payables	
Employee benefit obligations		385	399	399
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		385	399	399
TOTAL LIABILITIES		3,416	3,098	3,087
NET ASSETS/(LIABILITIES)		94,597	92,119	95,265
EQUITY				
Capital/contributed equity		1,447	1,465	1,465
Retained surplus/(Accumulated deficit)		49,775	49,026	50,064
Reserves:				
- Asset revaluation reserve		43,375	41,628	43,736
- Other (specify)	
TOTAL EQUITY		94,597	92,119	95,265

Cash Flow Statement

Library Board of Queensland	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		1,758	2,390	1,965
Grants and other contributions	19,21	51,694	53,102	53,339
Other		2,028	2,003	1,393
Outflows:				
Employee costs		(20,913)	(21,853)	(22,212)
Supplies and services	20,22	(14,215)	(16,697)	(14,094)
Grants and subsidies		(16,808)	(16,720)	(17,538)
Borrowing costs		(5)	(11)	..
Other		(1,327)	(1,398)	(1,234)
Net cash provided by/(used in) operating activities		2,212	816	1,619
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		(1,886)	(1,969)	(1,449)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,886)	(1,969)	(1,449)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions		(128)	(128)	(11)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(128)	(128)	(11)
Net increase/(decrease) in cash held		198	(1,281)	159
Cash at the beginning of financial year		7,942	8,040	6,759
Cash transfers from restructure	
Cash at the end of financial year		8,140	6,759	6,918

Explanation of Variances in the Financial Statements

Library Board of Queensland

Income Statement

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

1. An increase in User charges principally due to the visitor number success of the Game On exhibition in 2008-09.
2. An increase in Grants and other contributions due to increased sponsorship and one-off project grant revenue.
3. An increase in Employee expenses reflecting salary costs associated with projects funded from the Queensland Library Foundation or carried forward from last financial year, such as the *Queensland People's Network*.
4. An increase in Supplies and services reflecting costs associated with projects funded from the Queensland Library Foundation or carried forward from last financial year, such as the *Queensland People's Network*.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

5. An increase in Grants and other contributions due to Enterprise Bargaining arrangements and public library grant population growth increases.
6. A decrease in Other revenue due to declining interest rates reducing interest earned on invested funds.
7. An increase in Employee expenses due to Enterprise Bargaining arrangements.
8. An increase in Grants and subsidies due to an increase in library grant payments made to independent libraries following local government amalgamations.

Major variations between 2008-09 Estimated Actual and the 2009-10 Estimate include:

9. A decrease in User charges due to the visitor number success of the Game On exhibition in 2008-09.
10. A decrease in Other revenue due to declining interest rates reducing interest earned on invested funds.
11. An increase in Grants and subsidies due to an increase in library grant payments made to independent libraries following local government amalgamations.

Balance Sheet

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

12. A decrease in Cash assets due to the higher than forecast cash outflow in 2008-09 for projects funded from Queensland Library Foundation or carried forward from last financial year.
13. An anticipated decrease in Receivables based on 2007-08 audited actual balances.
14. An anticipated decrease in Payables based on 2007-08 audited actual balances.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

15. A decrease in Cash assets due to the higher than forecast cash outflow in 2008-09 for projects funded from Queensland Library Foundation or carried forward from last financial year.
16. An anticipated decrease in Receivables based on 2007-08 audited actual balances.
17. An anticipated decrease in Payables based on 2007-08 audited actual balances.

Major variations between 2008-09 Estimated Actual and the 2009-10 Estimate include:

18. A decrease in Interest-bearing liabilities and derivatives due to full repayment of borrowings in 2008-09.

Cash Flow Statement

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

19. An increase in Grants and other contributions inflows due to increased sponsorship and one-off project grant receipts.
20. An increase in Supplies and services outflows reflecting costs associated with projects funded from the Queensland Library Foundation or carried forward from last financial year, such as the *Queensland People's Network*.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

21. An increase in Grants and other contributions inflows due to Enterprise Bargaining arrangements and public library grant population growth increases.

Major variations between 2008-09 Estimated Actual and the 2009-10 Estimate include:

22. A decrease in Supplies and services outflows reflects completion in 2008-09 of projects funded from Queensland Library Foundation or carried forward from last financial year.

Queensland Art Gallery

Overview

The Queensland Art Gallery (QAG) is a two-site institution incorporating the Gallery of Modern Art (GoMA) and is Queensland's premier visual arts institution and a leading art museum nationally. QAG's driving philosophy is to connect art and people, and in doing so, it makes a significant contribution to the Government's broader ambitions for Queensland as articulated in *Toward Q2: Tomorrow's Queensland*. In particular, QAG's activities relate to Strong – Creating a diverse economy powered by bright ideas and Fair – Supporting safe and caring communities. In 2008-09, QAG employed an estimated 236 full-time equivalent staff and 108 volunteers.

QAG's strategic goals are to consolidate its profile as a two-site institution, to develop manage and conserve its collection; to provide access to exhibitions, educational services and interpretive programs for diverse audiences; to increase its profile as a cultural tourism destination, and to increase engagement with the Asia-Pacific region.

Review of Performance

Recent achievements

The Queensland Art Gallery:

- presented world-class international exhibitions to Queensland, including the *Picasso & his Collection* exhibition (partnered by Queensland Events Corporation Pty Ltd) from the Musée Picasso in Paris (9 June to 14 September 2008), which attracted over 200,000 visitors, and the world-exclusive *American Impressionism and Realism: A Landmark Exhibition from the Met* (30 May to 20 September 2009)
- launched the Summer Series with the first in the Gallery's new triennial of contemporary Australian art exhibitions. *Contemporary Australia: Optimism* was held at GoMA from 15 November 2008 to 22 February 2009 and was attended by more than 186,000 people
- celebrated Queensland's 150th (Q150) anniversary with a varied program of exhibitions, publications, film programs and children's events
- held additional exhibitions, including a retrospective of Queensland contemporary artist Eugene Carchesio; the *Premier of Queensland's National New Media Art Award*; the *Xstrata Coal Emerging Indigenous Art Award 2008* and *The China Project* - a three-part exhibition featuring work by celebrated Chinese painter Zhang Xiaogang, highlights from the Gallery's contemporary Chinese collection and a commission by Australian-Chinese photographer William Yang.

Future developments

The Queensland Art Gallery will:

- present the Gallery's flagship contemporary art event *The 6th Asia Pacific Triennial of Contemporary Art* (APT6), which in 2009-10 will expand the exhibition's scope into West Asia and North Korea. In conjunction with the exhibition, the Children's Art Centre will present a major program of interactives and art work for children, and the Australian Cinémathèque will feature an accompanying film screening program
- develop and present *Paperskin: Barkcloth across the Pacific*, in collaboration with the Museum of New Zealand Te Papa Tongarewa and the Queensland Museum
- present an exhibition of work by contemporary Australian artist Tim Johnson, *Tim Johnson: Painting Ideas*, in partnership with the Art Gallery of New South Wales

- hold additional exhibitions including a major retrospective of Australian-born, internationally acclaimed sculptor Ron Mueck from the National Gallery of Victoria and an exhibition of Queensland Indigenous artist Ron Hurley
- present further Q150 initiatives including *150 years of Queensland Photography from the Collection* and a survey exhibition of Brisbane-based fashion house Easton Pearson.

Statements

Performance Statement

Queensland Art Gallery	Notes	2008-09 Target/Est.	2008-09 Est. Actual	2009-10 Target/Est.
Number of exhibitions presented	1	20	31	24
Number of Collection-based exhibitions presented	1,2	8	11	8
Number of exhibitions touring regional Queensland		4	5	4
Total attendance at Queensland Art Gallery	3	900,000	1,100,000	1,100,000
Level of satisfaction of audiences with Collection-based displays, programs and activities	4	90%	97%	90%
Increase in loan requests and requests for reproductions from the Collection from external agencies		5%	8%	5%
Collection stored safely and securely to international museum standards		100%	100%	100%
Extent of client satisfaction with exhibition program	4	90%	96%	90%
Travelling exhibitions through regional Queensland		4	5	4
Number of regional locations receiving travelling exhibitions and education, interpretive and information services	5	30	36	30
State contribution (\$'000)		27,551	28,606	29,031
Other revenue (\$'000)		8,750	14,610	3,860
Total cost (\$'000)		34,501	35,556	31,134

Notes:

1. The increase is due to additional exhibition opportunities that arose for the Gallery after the 2008-09 Target was set.
2. These exhibitions are also included in "Number of exhibitions presented".
3. The 2008-09 Estimated Actual is a total for both sites, incorporating a projected total of 490,000 for QAG and 610,000 for GoMA, based on year to date data from July 2008 to February 2009.
4. The 2009-10 target/estimate is representative of the industry standard.
5. This measure refers to individual locations serviced.

Income Statement

Queensland Art Gallery	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Income				
User charges	2	3,800	3,800	1,710
Grants and other contributions	1	29,851	36,766	29,881
Other revenue	3	2,650	2,650	1,300
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		36,301	43,216	32,891
Expenses				
Employee expenses	4	16,215	16,215	16,925
Supplies and services		17,865	18,920	13,645
Grants and subsidies		250	250	250
Depreciation and amortisation		100	100	243
Finance/borrowing costs	
Other expenses		71	71	71
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		34,501	35,556	31,134
OPERATING SURPLUS/(DEFICIT)		1,800	7,660	1,757

Statement of Changes in Equity

Queensland Art Gallery	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments		..	(421)	..
Increase/(decrease) in asset revaluation reserve		5,000	5,000	5,000
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		5,000	4,579	5,000
Surplus/(deficit) for the period		1,800	7,660	1,757
Total recognised income and expense for the period		6,800	12,239	6,757
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		6,800	12,239	6,757

Balance Sheet

Queensland Art Gallery	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CURRENT ASSETS				
Cash assets	5	6,681	11,952	11,762
Receivables		873	1,187	1,187
Other financial assets		1,783	1,837	1,717
Inventories		992	1,124	1,124
Other		201	798	798
Non-financial assets held for sale		53	53	53
Total current assets		10,583	16,951	16,641
NON-CURRENT ASSETS				
Receivables	6
Other financial assets		15,291	11,650	11,650
Property, plant and equipment		245,916	264,118	271,185
Intangibles	
Other	
Total non-current assets		261,207	275,768	282,835
TOTAL ASSETS		271,790	292,719	299,476
CURRENT LIABILITIES				
Payables	7	1,895	1,209	1,209
Employee benefit obligations	7	1,080	1,257	1,257
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		2,975	2,466	2,466
NON-CURRENT LIABILITIES				
Payables	7
Employee benefit obligations		848	758	758
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		848	758	758
TOTAL LIABILITIES		3,823	3,224	3,224
NET ASSETS/(LIABILITIES)		267,967	289,495	296,252
EQUITY				
Capital/contributed equity		710	721	721
Retained surplus/ (accumulated deficit)		140,475	149,929	151,686
Reserves:				
- Asset revaluation reserve		126,782	138,845	143,845
- Other (specify)	
TOTAL EQUITY		267,967	289,495	296,252

Cash Flow Statement

Queensland Art Gallery	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		3,800	3,800	1,710
Grants and other contributions	8	29,851	36,766	29,881
Other	9	2,680	2,680	1,330
Outflows:				
Employee costs		(16,215)	(16,215)	(16,925)
Supplies and services	10	(17,875)	(18,950)	(13,675)
Grants and subsidies		(250)	(250)	(250)
Borrowing costs	
Other		(71)	(71)	(71)
Net cash provided by/(used in) operating activities		1,920	7,760	2,000
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		(10)	(10)	(10)
Investments redeemed		100	120	120
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(2,100)	(4,960)	(2,300)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(2,010)	(4,850)	(2,190)
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		(90)	2,910	(190)
Cash at the beginning of financial year		6,771	9,042	11,952
Cash transfers from restructure	
Cash at the end of financial year		6,681	11,952	11,762

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Queensland Art Gallery

Income statement

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

1. An increase in Grants and other contributions due to an unanticipated one-off donation and a one-off capital grant.

Major variations between 2008-09 Budget and the 2009-10 Estimate include:

2. A decrease in User charges due to free admission to the '6th Asia Pacific Triennial of Contemporary Art' (APT6).
3. A decrease in Other revenue reflecting lower than anticipated investment earnings.
4. A decrease in Supplies and services reflecting one-off Gallery refurbishment costs in 2008-09.

Balance sheet

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

5. An increase in Cash assets reflecting the reallocation of investments from Other financial assets.
6. A decrease in Other financial assets reflecting the reallocation of investments to Cash Assets.
7. A decrease in Current and Non-Current Liabilities based on prior year trends in actual balances from prior year.

Statement of cash flows

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

8. An increase in Grants and other contributions inflows due to increased donations and capital grants.

Major variations between 2008-09 Budget and the 2009-10 Estimate include:

9. A decrease in Other inflows reflecting lower than anticipated investment earnings.
10. A decrease in Supplies and services outflows principally reflecting one-off Gallery refurbishment costs in 2008-09.

Queensland Events Corporation Pty Ltd

Overview

Queensland Events contributes to the Government's ambitions, of Strong – Creating a diverse economy powered by bright ideas through working with tourism industry stake-holders 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, Queensland Events continues to seek opportunities to secure major one-off international events. In addition there is a strong focus on developing existing and new events particularly where these events can be owned through Queensland Events' corporate structure, such as the Asia Pacific Screen Awards. In 2008-09, 12.75 full-time equivalent staff were employed.

Review of Performance

Recent achievements

- The second annual Asia Pacific Screen Awards were held at the Gold Coast Convention and Exhibition Centre in front of some 550 film industry professionals. A series of television programs based around the Awards were televised globally by CNN International with each program being repeated four times. The programs were also distributed to CNN International's 900 global affiliate television networks and stations making the Awards one of the largest Australian television events ever broadcast.
- The Gold Coast Airport Marathon was staged in July 2008 with over 21,200 participants including some 1,800 Japanese participants, supporters and media representatives. This was the fourth consecutive year that the event experienced record participation.
- The 2008 Cadbury Schweppes Australian PGA Championship held in December 2008 was the most successful ever staged. A record crowd of more than 51,900 and an increased national and international television audience watched a world class field compete for an increased prize pool of \$1.5 million.
- The inaugural partnering of Queensland Events and the Queensland Performing Arts Trust resulted in securing the prestigious Paris Opera Ballet's exclusive performance of *La Bayadère* to Brisbane in June and July 2009.
- The successful partnering of Queensland Events and the Queensland Art Gallery continued with *American Impressionism and Realism: A Landmark Exhibition from The Met*, an exclusive opportunity in Brisbane between 30 May and 20 September 2009.
- The Noosa Triathlon held in November 2008 experienced significant growth selling close to 9,000 competition places in a record time of five weeks.
- The Mooloolaba Triathlon held in March 2008 sold out four weeks prior to the event and attracted a record field of 4,000 competitors, with another 1,500 competitors in the associated activities.
- The Regional Development Plan supported 98 events in regional Queensland.
- Secured the Australian Surf Life Saving Championships for Queensland from 2010 onwards.

Future developments

Queensland Events will:

- continue to develop a diversified portfolio of event investments with a specific focus on non-sports events to leverage the greatest tourism benefits possible for the State in conjunction with major partners such as Tourism Queensland

- continue to invest in the Regional Development Program to extend the flow of economic and social benefits of events to the regions giving a boost to local communities by bringing in business, creating jobs, attracting tourists and fuelling growth, prosperity and a tremendous sense of local pride
- consider the recommendations in David Williams' report *Events Review – Queensland* as far as they relate to Queensland Event's activities.

Statements

Performance Statement

Queensland Events Corporation Pty Ltd	Notes	2008-09 Target/Est.	2008-09 Est. Actual	2009-10 Target/Est.
Output: Major Events Securement and Support				
Number of Event Submissions Received and Assessed	1	70	65	70
Level of Satisfaction by Event Organisers with Support Provided		90%	90%	90%
State contribution (\$000)		12,024	12,024	11,530
Other revenue (\$000)		700	500	300
Total cost (\$000)		12,724	12,524	11,830
Output: Queensland Events Regional Development Program				
Number of Event Applications Received and Assessed	1	140	138	140
Level of Satisfaction by Event Organiser with Support Provided		90%	90%	90%
Established Deadlines under the QERDP		100%	95%	100%
Regional Educational Activities under the QERDP		20	21	20
State contribution (\$'000)		2,400	2,400	2,400
Other revenue(\$'000)	
Total cost (\$'000)		2,400	2,400	2,400

Note:

- Queensland Events Corporation Pty Ltd will continue to work with event organisers to promote awareness and understanding of the requirements for successful event submissions/applications.

Income Statement

Queensland Events Corporation Pty Ltd	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Income				
User charges	
Grants and other contributions	3	14,424	14,424	13,930
Other revenue	1,4	700	500	300
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		15,124	14,924	14,230
Expenses				
Employee expenses		1,512	1,512	1,562
Supplies and services		839	839	869
Grants and subsidies	2,5	12,764	12,564	11,790
Depreciation and amortisation		9	9	9
Finance/borrowing costs	
Other expenses	
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		15,124	14,924	14,230
OPERATING SURPLUS/(DEFICIT)	

Statement of Changes in Equity

Queensland Events Corporation Pty Ltd	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 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

Queensland Events Corporation Pty Ltd	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CURRENT ASSETS				
Cash assets	6,11	7,868	4,985	4,985
Receivables	7,12	(20)	728	728
Other financial assets	
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		7,848	5,713	5,713
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	8,13	41	78	80
Intangibles	
Other	
Total non-current assets		41	78	80
TOTAL ASSETS		7,889	5,791	5,793
CURRENT LIABILITIES				
Payables	9,14	4,880	3,971	3,973
Employee benefit obligations		199	151	151
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total current liabilities		5,079	4,122	4,124
NON-CURRENT LIABILITIES				
Payables	
Employee benefit obligations		239	245	245
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		239	245	245
TOTAL LIABILITIES		5,318	4,367	4,369
NET ASSETS/(LIABILITIES)		2,571	1,424	1,424
EQUITY				
Capital/contributed equity	
Retained surplus/(Accumulated deficit)	10,15	2,571	1,424	1,424
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		2,571	1,424	1,424

Cash Flow Statement

Queensland Events Corporation Pty Ltd	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	
Grants and other contributions	18	14,424	14,424	13,930
Other	16,19	700	500	300
Outflows:				
Employee costs		(1,462)	(1,462)	(1,562)
Supplies and services		(888)	(888)	(867)
Grants and subsidies	17,20	(12,764)	(12,564)	(11,790)
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities		10	10	11
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		1	1	(1)
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(11)	(11)	(10)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(10)	(10)	(11)
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		8,478	4,985	4,985
Cash transfers from restructure	
Cash at the end of financial year		8,478	4,985	4,985

Explanation of Variances in the Financial Statements

Queensland Events Corporation Pty Ltd

Income Statement

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

1. A decrease in Other revenue due to declining interest rates reducing interest earned on invested funds.
2. A decrease in Grants and subsidies primarily due to reduced grants provided for the Asia Pacific Screen Awards.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

3. A decrease in Grants and other contributions revenue due to a reduced State contribution for the Asia Pacific Screen Awards.
4. A decrease in Other revenue due to declining interest rates reducing interest earned on invested funds.
5. A decrease in Grants and subsidies primarily due to a reduced allocation for the Asia Pacific Screen Awards.

Balance Sheet

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

6. A decrease in Cash assets reflecting timing differences in the payment of creditors.
7. An increase in Receivables due to timing differences in the receipt of funds from debtors.
8. An increase in Property, plant and equipment reflecting purchases made during the year.
9. A decrease in Payables due to timing differences in the payment of creditors.
10. A decrease in Retained surplus primarily due to the timing of expenditure against total budget in relation to the Asia Pacific Screen Awards in 2008.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

11. A decrease in Cash assets reflecting timing differences in the payment of creditors.
12. An increase in Receivables due to timing differences in the receipt of funds from debtors
13. An increase in Property, plant and equipment reflecting anticipated purchases during the year.
14. A decrease in Payables due to timing differences in the payment of creditors.
15. A decrease in Retained surplus due to the timing of expenditure against total budget in relation to the Asia Pacific Screen Awards in 2008.

Cash Flow Statement

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

16. A decrease in Other inflows due to declining interest rates reducing interest earned on invested funds.
17. A decrease in Grants and subsidies outflows due to reduced grants provided for the Asia Pacific Screen Awards.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

18. A decrease in Grants and other contributions inflows due to a reduced State contribution for the Asia Pacific Screen Awards.
19. A decrease in Other inflows due to declining interest rates reducing interest earned on invested funds.
20. A decrease in Grants and subsidies outflows primarily due to a reduced allocation for the Asia Pacific Screen Awards.

Queensland Museum

Overview

The mission of Queensland Museum is to enrich and enliven Queensland communities. The Queensland Museum contributes to *Toward Q2: Tomorrow's Queensland* through world – class research; the preservation and interpretation of our unique heritage; maintaining diverse cultural heritage and biodiversity collections; an extensive volunteering program and encouraging community engagement and accessibility through public programs and skills training. With a statewide network, the Queensland Museum's key focus is to ensure the care, preservation and accessibility of the State Collection for the future. In 2008-09, the Queensland Museum employed 213 full-time equivalent staff and 293 volunteers.

Review of Performance

Recent achievements

The Queensland Museum:

- touched the lives of more than 2 million people through its outreach services, network of city and regional venues and a dynamic website
- secured funding for the redevelopment of the Cobb+Co Museum in Toowoomba, with funding sourced from the State Government, the Queensland Museum Board, sponsorship and donations
- increased collection storage capacity by 32% including an improvement of storage quality and accessibility
- gained recognition of Queensland Museum's valuable contribution to cultural tourism with The Workshops Rail Museum awarded regional and state tourism awards for heritage and cultural tourism and a highly commended at the national awards
- commenced a major redevelopment of the Queensland Museum website to enhance community accessibility.
- undertook research on 60 projects including 19 new projects as part of the Biodiversity and Geosciences Program. Of these projects, 34 projects had more than 50% external funding
- published five new pocket guide titles: *Frogs of South-east Queensland*, *Spiders of the Greater Brisbane Region*, *Birds of Brisbane*, and *Backyard Insects* and the first cultural heritage pocket guide titled, *Mephisto*
- completed a contingent valuation study to determine the value of Queensland Museum's products and services by the people of Queensland.

Future developments

The Queensland Museum will:

- commence the redevelopment of the Cobb+Co Museum for opening in 2010 to include heritage workspaces, new exhibition galleries, flexible learning spaces, commercial and retail areas and outdoor activity spaces
- generate more than \$2.5 million (over three to five years) in grant and partnership funding for strategic collaborations including the Census of Marine Life survey of coral reef diversity and terrestrial
- launch new innovative public programs including *Have a Go Heritage Trade Festival*, Bugs and Dinosaur Programs, National Science Week activities and new publications on Moreton Bay as well as cultural and natural heritage pocket guides.

Statements

Performance Statement

Queensland Museum	Notes	2008-09 Target/Est.	2008-09 Est. Actual	2009-10 Target/Est.
Number of items added to the collection	1	26,195	22,718	23,000
Number of users of Museum services				
a) Visitors	2	746,200	780,659	760,000
b) School children		75,200	70,603	81,200
c) Website	3	4,173,000	2,552,085	2,600,000
Number of Museum Products				
a) New displays (sq metres of exhibitions)		1,750	2,853	2,400
b) Lectures/talks (number delivered)	4	3,365	5,540	5,400
c) Research papers (number published)	5	110	89	100
d) New loans (number made)	6	22,831	71,850	69,000
Satisfaction of clients regarding requests for information		95%	94%	95%
Satisfaction of audiences with collection-based displays and activities in public galleries		95%	96%	96%
Collection stored safely and securely to appropriate standards		98%	99%	99%
Requests for information met within 28 days		95%	95%	95%
Number of shires and Indigenous communities receiving Queensland Museum services		74	74	74
State contribution (\$'000)		20,210	20,210	20,730
Other revenue(\$'000)		8,478	9,749	12,240
Total cost (\$'000)		28,688	29,035	28,253

Notes:

1. Collection management system data migration project temporarily restricted registration access to State collection in 2008-09. Total now also includes digital objects.
2. Total includes 26% adjustment to Queensland Museum South Bank Campus results following an independent visitor count validation study. This adjustment is not included in the 2008-09 Target.
3. Web statistics monitoring software changed in March resulting in a different method of calculating pages viewed.
4. Data collected now includes regular talks held at each campus as well as formal programmed events.
5. Volume of papers published reflects timeframe of research activities.
6. Data collected now includes educational and cultural loans as well as research loans.

Income Statement

Queensland Museum	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Income				
User charges		4,944	4,741	4,695
Grants and other contributions	3,4	22,638	23,049	27,427
Other revenue	1,5	1,086	2,147	828
Gains on sale/revaluation of property, plant and equipment and investments		20	22	20
Total income		28,688	29,959	32,970
Expenses				
Employee expenses		15,894	16,168	16,491
Supplies and services		9,319	9,356	8,118
Grants and subsidies		14	23	14
Depreciation and amortisation		3,198	3,024	3,363
Finance/borrowing costs	
Other expenses		263	269	267
Losses on sale/revaluation of property, plant and equipment and investments	2	..	195	..
Total expenses		28,688	29,035	28,253
OPERATING SURPLUS/(DEFICIT)		..	924	4,717

Statement of Changes in Equity

Queensland Museum	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	8	..	96,054	..
Increase/(decrease) in asset revaluation reserve		2,262	3,269	5,544
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		2,262	99,323	5,544
Surplus/(deficit) for the period		..	924	4,717
Total recognised income and expense for the period		2,262	100,247	10,261
Equity injection/(withdrawal)		(926)	(926)	(926)
Equity adjustments (MoG transfers)	
Total movement in equity for period		1,336	99,321	9,335

Balance Sheet

Queensland Museum	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CURRENT ASSETS				
Cash assets	14	13,486	12,723	10,073
Receivables		448	588	598
Other financial assets	
Inventories		511	477	477
Other		139	151	151
Non-financial assets held for sale	
Total current assets		14,584	13,939	11,299
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	6,10,15	261,214	448,025	458,932
Intangibles	7,11	366	1,032	1,020
Other	
Total non-current assets		261,580	449,057	459,952
TOTAL ASSETS		276,164	462,996	471,251
CURRENT LIABILITIES				
Payables		828	91	91
Employee benefit obligations		1,231	1,408	1,458
Interest-bearing liabilities and derivatives	
Provisions	
Other		1,400	1,830	700
Total current liabilities		3,459	3,329	2,249
NON-CURRENT LIABILITIES				
Payables	
Employee benefit obligations		241	252	252
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		241	252	252
TOTAL LIABILITIES		3,700	3,581	2,501
NET ASSETS/(LIABILITIES)		272,464	459,415	468,750
EQUITY				
Capital/contributed equity		(1,379)	(1,381)	(2,307)
Retained surplus/(accumulated deficit)	8,12,16	27,163	230,736	235,453
Reserves:				
- Asset revaluation reserve	9,13,17	246,680	230,060	235,604
- Other (specify)	
TOTAL EQUITY		272,464	459,415	468,750

Cash Flow Statement

Queensland Museum	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		5,246	5,310	4,722
Grants and other contributions	18,20,22	22,638	24,206	26,270
Other		1,081	2,154	1,818
Outflows:				
Employee costs		(15,794)	(16,118)	(16,441)
Supplies and services		(9,419)	(9,383)	(8,420)
Grants and subsidies		(14)	(23)	(14)
Borrowing costs	
Other		(211)	(1,696)	(965)
Net cash provided by/(used in) operating activities		3,527	4,450	6,970
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		(8)	122	120
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	19,21,23	(2,077)	(3,625)	(8,814)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(2,085)	(3,503)	(8,694)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals		(926)	(926)	(926)
Net cash provided by/(used in) financing activities		(926)	(926)	(926)
Net Increase/(decrease) in cash held		516	21	(2,650)
Cash at the beginning of financial year		12,970	12,702	12,723
Cash transfers from restructure	
Cash at the end of financial year		13,486	12,723	10,073

Explanation of Variances in the Financial Statements

Queensland Museum

Income Statement

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

1. An increase in Other revenue due to the transfer in of land to Queensland Museum at Cobb+Co at no cost from the Department of Education and Training.
2. An increase in Losses on sale/revaluation of property, plant and equipment and investments reflecting the write down of Queensland Museum land at Cobb+Co transferred to the Department of Education and Training at no cost.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

3. An increase in Grants and other contributions due to a capital grant for the National Carriage Factory, Cobb+Co Museum.

Major variations between 2008-09 Estimated Actual and the 2009-10 Estimate include:

4. An increase in Grants and other contributions due to capital funding for the National Carriage Factory, Cobb+Co Museum.
5. A decrease in Other revenue relates to the one-off land transfer in 2008-09 referred to in note 1.

Balance Sheet

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

6. An increase in Property, plant and equipment due to additions to the State Collection and the transfer of land to Queensland Museum at Cobb+Co from the Department of Education and Training.
7. An increase in Intangibles due to investment in a Web Content Management System and continued investment in the Collection Management System.
8. An increase in Retained surplus reflecting the restatement of Retained surplus and Asset revaluation reserve to correct prior year treatment and items not previously recognised within the State Collection.
9. A decrease in the Asset revaluation reserve reflects the combination of a prior year adjustment (refer note 8) and the additions to the State Collection (refer note 6).

Major variations between 2008-09 Budget and 2009-10 Estimate include:

10. An increase in Property, plant and equipment due to the additions to the State Collection.
11. An increase in Intangibles due to investment in a Web Content Management System and continued investment in the Collection Management System.
12. An increase in Retained surplus reflecting the restatement of Retained surplus and Asset revaluation reserve to correct prior year treatment and items not previously recognised within the State Collection and capital funding for the National Carriage Factory.
13. A decrease in the Asset revaluation reserve reflects the combination of prior year adjustment (refer note 12) and the additions to the State Collection (refer note 10) has resulted in a reduction in the estimated Asset revaluation reserve.

Major variations between 2008-09 Estimated Actual and the 2009-10 Estimate include:

14. A decrease in Cash assets due to investment in the National Carriage Factory, Cobb+Co Museum, storage enhancement for the State Collection and other building works.
15. An increase in Property, plant and equipment due to asset revaluations, additions to the State Collection and land transfer at the Cobb+Co Museum.
16. An increase in Retained Surplus due to capital funding for the National Carriage Factory.
17. An increase in the Asset Revaluation reserve due to interim asset revaluation indexation.

Statement of Cash Flows

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

18. An increase in Grants and other contributions inflows due to capital funding for the National Carriage Factory, Cobb+Co Museum.
19. An increase in Payments for property, plant and equipment and intangibles outflows due to expenditure on the National Carriage Factory, Cobb+Co Museum, building works and collection storage.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

20. An increase in Grants and other contributions inflows due to capital funding for the National Carriage Factory, Cobb+Co Museum.
21. An increase in Payments for property, plant and equipment and intangibles outflows due to expenditure on the National Carriage Factory, Cobb+Co Museum, building works and collection storage.

Major variations between 2008-09 Estimated Actual and the 2009-10 Estimate include:

22. An increase in Grants and other contributions inflows due to capital funding for the National Carriage Factory, Cobb+Co Museum.
23. An increase in Payments for property, plant and equipment and intangibles outflows due to expenditure on the National Carriage Factory, Cobb+Co Museum, building works and collection storage.

Queensland Performing Arts Trust

Overview

The Queensland Performing Arts Trust manages the Queensland Performing Arts Centre (QPAC). QPAC's vision is to encourage creative potential and enrich cultural life in Queensland. In 2008-09, QPAC employed a total of 268 full-time equivalent people in administrative/professional, artistic/production, and volunteer and casual roles.

QPAC contributes to the Government's *Toward Q2: Tomorrow's Queensland* ambitions of Strong – Creating a diverse economy powered by bright ideas; Smart – Delivering world-class education and training; and Fair – Supporting safe and caring communities by presenting high-quality performing arts events and encouraging participation in the arts and engagement in creative process as a means of promoting learning, wellbeing, civic participation and social inclusion. QPAC takes a leading role in the advancement of research and debate that articulates the value of creative industries as fundamental drivers of economic growth.

QPAC's strategic direction focuses on its dual functions as a performing arts centre of international standing and an entrepreneurial producer of high-quality performing arts product. A key challenge for QPAC is to manage the financial impact on the organisation resulting from a reduction in performances due to the four-month closure of the two major theatres for upgrades to the Centre.

Review of Performance

Recent achievements

The Queensland Performing Arts Trust:

- facilitated a major refurbishment to the Lyric Theatre, Concert Hall and various public spaces including improvements to disability access; refurbishment of public areas; additional and improved food and beverage facilities; and in-theatre production upgrades
- welcomed more than 520,000 visitors to QPAC for ticketed and free performances across varied art forms from international, national and local artists
- co-presented with the Queensland Events Corporation Pty Ltd, the exclusive Brisbane season of the Paris Opera Ballet's *La Bayadère*
- partnered with Opera Australia to co-present a new production of *My Fair Lady*
- presented more than 400 performances by Queensland presenters in 2008-09, including the Queensland Theatre Company, the Queensland Ballet, Opera Queensland and The Queensland Orchestra
- finalised negotiations with commercial producers for five major musicals over the next two years and in negotiation for an additional five musicals over the same period.

Future developments

The Queensland Performing Arts Trust will:

- celebrate Queensland's 150th anniversary with two significant new commissions - *Rock Show* and *The School of Arts* and a large-scale outdoor contemporary music performance
- present the 2010 Out of the Box Festival for three to eight year olds including the development of a major new work for the Lyric Theatre
- present the internationally acclaimed London Philharmonic Orchestra
- deliver the first stage of a three-year Yonder project through KITE theatre with schools and communities in the Wide Bay Burnett and Logan/Albert regions.

Statements

Performance Statement

Queensland Performing Arts Trust	Notes	2008-09 Target/Est.	2008-09 Est. Actual	2009-10 Target/Est.
Attendances	1,2	450,000	522,000	550,000
Performances	2	600	904	900
Venue Utilisation:				
Lyric Theatre	2	50%	60%	65%
Concert Hall	2	50%	38%	70%
Cremorne Theatre		75%	84%	75%
Playhouse		90%	94%	90%
Positive reviews of Queensland Performing Arts Trust Productions		95%	90%	95%
Positive review of the delivery of Centre facilities and services to hirers and patrons in a range of key operational areas		90%	92%	90%
Maintain bump in/bump out according to clients' schedules		100%	100%	100%
Number of performances able to proceed in accordance with hirers' production schedules		95%	98%	95%
Location of regional tours (performing arts activities and exhibitions)		18	14	12
Amount spent on Community Service Obligations (CSOs) (excluding indirect costs/venue rental etc.)		2,700	2,700	2,700
State contribution (\$'000)		9,141	9,240	10,523
Other revenue(\$'000)		14,923	23,194	22,990
Total cost (\$'000)		26,464	34,834	33,513

Notes:

1. Increase in 2008-09 Est. Actual due to higher number of performance than anticipated.
2. Increase in 2009-10 Target/Estimate is due to return to normal levels of activity following four month closure for redevelopment.

Income Statement

Queensland Performing Arts Trust	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Income				
User charges	1,5	13,973	22,244	22,009
Grants and other contributions	2,6	9,141	9,240	10,523
Other revenue		950	950	981
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		24,064	32,434	33,513
Expenses				
Employee expenses	3,7	13,262	15,189	16,564
Supplies and services	4,8	12,419	18,886	15,976
Grants and subsidies	
Depreciation and amortisation		783	759	973
Finance/borrowing costs	
Other expenses	
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		26,464	34,834	33,513
OPERATING SURPLUS/(DEFICIT)		(2,400)	(2,400)	..

Statement of Changes in Equity

Queensland Performing Arts Trust	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		(2,367)	(2,367)	64
Net amount of all revenue and expense adjustments direct to equity not disclosed above		2,367	2,367	(64)
Net income recognised directly in equity	
Surplus/(deficit) for the period		(2,400)	(2,400)	..
Total recognised income and expense for the period		(2,400)	(2,400)	..
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		(2,400)	(2,400)	..

Balance Sheet

Queensland Performing Arts Trust	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CURRENT ASSETS				
Cash assets		6,714	6,974	7,197
Receivables	9,11	2,597	4,076	4,076
Other financial assets	
Inventories		148	129	129
Other		105	24	24
Non-financial assets held for sale	
Total current assets		9,564	11,203	11,426
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		7,912	7,864	7,641
Intangibles		174	19	19
Other	
Total non-current assets		8,086	7,883	7,660
TOTAL ASSETS		17,650	19,086	19,086
CURRENT LIABILITIES				
Payables		2,470	2,551	2,551
Employee benefit obligations		635	719	719
Interest-bearing liabilities and derivatives	
Provisions	
Other		410	304	304
Total current liabilities		3,515	3,574	3,574
NON-CURRENT LIABILITIES				
Payables	
Employee benefit obligations	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities				
TOTAL LIABILITIES		3,515	3,574	3,574
NET ASSETS/(LIABILITIES)		14,135	15,512	15,512
EQUITY				
Capital/contributed equity		1,033	1,033	1,033
Retained surplus/(accumulated deficit)		4,279	3,718	3,654
Reserves:				
- Asset revaluation reserve		3,174	3,174	3,174
- Other (specify)	10,12	5,649	7,587	7,651
TOTAL EQUITY		14,135	15,512	15,512

Cash Flow Statement

Queensland Performing Arts Trust	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	13,17	13,973	22,244	22,009
Grants and other contributions	14,18	9,141	9,240	10,523
Other		950	950	981
Outflows:				
Employee costs	15,19	(13,262)	(15,189)	(16,564)
Supplies and services	16,20	(12,420)	(18,888)	(15,976)
Grants and subsidies	
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities		(1,618)	(1,643)	973
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		(750)	(684)	(750)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(750)	(684)	(750)
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	15	(2,368)	(2,327)	223
Cash at the beginning of financial year	16	9,082	9,301	6,974
Cash transfers from restructure	
Cash at the end of financial year	17	6,714	6,974	7,197

EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

Queensland Performing Arts Trust

Income statement

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

1. An increase in User charges due to ticket sales for three additional major productions by QPAC.
2. An increase in Grants and other contributions due to Enterprise Bargaining arrangements.
3. An increase in Employee expenses due to three additional major productions by QPAC and Enterprise Bargaining arrangements.
4. An increase in Supplies and services due to three additional major productions by QPAC.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

5. An increase in User charges reflecting the return to normal levels of activity in 2009-10 following a 4 month closure for redevelopment.
6. An increase in Grants and other contributions due to funding for the biennial Out of the Box Festival.
7. An increase in Employee expenses due to the return to normal levels of activity following a 4 month closure for redevelopment.
8. An increase in Supplies and services due to the return to normal levels of activity following a 4 month closure for redevelopment.

Balance sheet

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

9. An increase in Current Receivables for events and timing of settlements from the QPAT Trust Fund.
10. An increase in Other Reserves due to the flow on effect on actual opening balances caused by higher than expected profits in the prior year.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

11. An increase in Current Receivables for events and timing of settlements from the QPAT Trust Fund.
12. An increase in Other Reserves due to the flow on effect on actual opening balances caused by higher than expected profits in the prior year.

Statement of cash flows

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

13. An increase in User charges due to ticket sales for three additional major productions by QPAC.
14. An increase in Grants and other contributions due to Enterprise Bargaining arrangements.
15. An increase in Employee costs due to three additional major productions by QPAC and Enterprise Bargaining arrangements.
16. An increase in Supplies and services due to three additional major productions by QPAC.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

17. An increase in User charges due to the return to normal levels of activity following a 4 month closure for redevelopment.
18. An increase in Grants and other contributions due to funding for the biennial Out of the Box Festival and Enterprise Bargaining arrangements.
19. An increase in Employee costs due to the return to normal levels of activity following a 4 month closure for redevelopment and Enterprise Bargaining arrangements.
20. An increase in Supplies and services due to the return to normal levels of activity following a 4 month closure for redevelopment.

South Bank Corporation

Overview

South Bank Corporation owns and manages the 42 hectare South Bank precinct, which is located in the heart of Brisbane. The precinct comprises the Parklands, Little Stanley Street and Grey Street Boulevard.

The Corporation is committed to the Government's priorities and its vision to create a world-class precinct, which adds value to the Queensland economy and positions Brisbane as a desirable tourist destination.

The primary responsibilities of the Corporation are to:

- promote, facilitate, carry out and control the development, disposal and management of land and other property within the corporation area
- achieve an appropriate balance between the corporation's commercial and non-commercial functions
- ensure the corporation area complements, rather than duplicates, other public use sites in the inner city Brisbane area
- provide for a diverse range of recreational, cultural and educational pursuits for local, regional and international visitors
- accommodate public events and entertainment that benefit the general community
- achieve excellence and innovation in the management of open space and park areas.

South Bank Corporation directly employs 79 full-time equivalent staff. The Corporation and the Brisbane Convention and Exhibition Centre (BCEC) combined employ 268 permanent staff and an average of 481 casual employees.

Review of Performance

Recent achievements

- The precinct continued to host premier events, including several major festivals and sporting events as well as a variety of community events.
- The transformation of the former Butterfly House into a contemporary retail and office premises has significantly contributed to the South Bank precinct. It has activated a public space which was underutilised and reinforced South Bank Corporation's vision of architectural excellence.

Future developments

- Early works on the Brisbane Convention and Exhibition Centre expansion commenced in 2008. The expansion will activate Grey Street, link the centre with South Bank Parklands and introduce a new public space with a mix of retail and shopping experiences. Upon completion in 2010, the expansion will provide an additional 42% in event space with 18 additional meeting rooms, a large function room complete with an extensive terrace, city and river views.
- In December 2008, the Corporation announced that the ABC headquarters is relocating to South Bank. Construction will commence in mid 2009 to be completed by 2012, delivering a number of significant benefits to the precinct.
- The Corporation has initiated new proposals to redevelop the Boardwalk precinct.

Statements

Performance Statement

South Bank Corporation	Notes	2008-09 Target/Est.	2008-09 Est. Actual	2009-10 Target/Est.
Number of visitors	1	9.2 million	Discontinued	Discontinued
Visitor percentage increase	1	2.2%	Discontinued	Discontinued
Number of BCEC events per year		902	886	877
Percentage of satisfied customers		90%+	90%+	90%+
Net costs of services per visitor	1	0.70	Discontinued	Discontinued
State contribution (\$'000)	2	89,195	89,195	35,625
Other revenue(\$'000)	3	79,454	63,568	61,322
Total cost (\$'000)		68,771	66,225	70,435

Notes:

1. The Corporation no longer reports on visitor numbers. As the South Bank precinct has integrated into the surrounding community, with many modes of transport available to the visitor, and a large number of entry and exit points it is not possible to estimate precinct visitation numbers. The Corporation is looking at alternatives means by which it can assess visitors for various events.
2. Decrease in state contributions reflecting a scheduled lower second tranche of state funding in 2009-10 for the construction of the Brisbane Convention and Exhibition Centre expansion.
3. Decrease in 2008-09 revenue mainly due to the anticipated lower gain on the value of investment properties.

Income Statement

South Bank Corporation	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Income				
User charges	1,5	63,797	57,818	57,122
Grants and other contributions	6,9	89,195	89,195	35,625
Other revenue	2,7,10	657	3,750	2,200
Gains on sale/revaluation of property, plant and equipment and investments	3,8	15,000	2,000	2,000
Total income		168,649	152,763	96,947
Expenses				
Employee expenses	4	24,466	25,700	25,100
Supplies and services		29,491	26,291	29,490
Grants and subsidies	
Depreciation and amortisation		12,560	12,200	14,120
Finance/borrowing costs		2,254	2,034	1,725
Other expenses	
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		68,771	66,225	70,435
OPERATING SURPLUS/(DEFICIT)		99,878	86,538	26,512

Statement of Changes in Equity

South Bank Corporation	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	11,12
Increase/(decrease) in asset revaluation reserve		25,592
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		25,592
Surplus/(deficit) for the period		99,878	86,538	26,512
Total recognised income and expense for the period		125,470	86,538	26,512
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		125,470	86,538	26,512

Balance Sheet

South Bank Corporation	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CURRENT ASSETS				
Cash assets	13,19,23	20,722	122,621	80,942
Receivables		1,637	2,772	2,772
Other financial assets	
Inventories		273	364	364
Other	14,24	1,229	3,942	1,442
Non-financial assets held for sale	
Total current assets		23,861	129,699	85,520
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	15,20,25	658,065	541,040	619,121
Intangibles	
Other	16,26	7,748	3,446	1,446
Total non-current assets		665,813	544,486	620,567
TOTAL ASSETS		689,674	674,185	706,087
CURRENT LIABILITIES				
Payables	17,21	5,609	9,667	9,667
Employee benefit obligations		2,162	2,297	2,297
Interest-bearing liabilities and derivatives		3,142	3,177	3,177
Provisions	
Other	18,22,27	4,067	8,839	17,339
Total current liabilities		14,980	23,980	32,480
NON-CURRENT LIABILITIES				
Payables	
Employee benefit obligations		864	640	640
Interest-bearing liabilities and derivatives		28,362	28,295	25,185
Provisions	
Other	
Total non-current liabilities		29,226	28,935	25,825
TOTAL LIABILITIES		44,206	52,915	58,305
NET ASSETS/(LIABILITIES)		645,468	621,270	647,782
EQUITY				
Capital/contributed equity		291,624	291,624	291,624
Retained surplus/(Accumulated deficit)		46,380	14,780	41,292
Reserves:				
- Asset revaluation reserve		307,464	314,866	314,866
- Other (specify)	
TOTAL EQUITY		645,468	621,270	647,782

Cash Flow Statement

South Bank Corporation	Notes	2008-09 Budget \$'000	2008-09 Est. Act. \$'000	2009-10 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		65,726	56,968	65,622
Grants and other contributions		89,195	89,195	35,625
Other		4,127	7,750	6,200
Outflows:				
Employee costs		(24,357)	(25,700)	(25,100)
Supplies and services		(29,727)	(24,691)	(24,990)
Grants and subsidies	
Borrowing costs		(2,254)	(2,034)	(1,725)
Other		(4,000)	(4,000)	(4,000)
Net cash provided by/(used in) operating activities		98,710	97,488	51,632
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	28,29	(90,798)	(16,742)	(90,201)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(90,798)	(16,742)	(90,201)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions		(3,110)	(3,089)	(3,110)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(3,110)	(3,089)	(3,110)
Net increase/(decrease) in cash held		4,802	77,657	(41,679)
Cash at the beginning of financial year		15,920	44,964	122,621
Cash transfers from restructure	
Cash at the end of financial year		20,722	122,621	80,942

Explanation of Variances in the Financial Statements

South Bank Corporation

Income Statement

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

1. A decrease in User charges due to a delay in the sale of development land.
2. An increase in Other revenue being interest received on cash funds held.
3. A decrease in the Gains on sale/revaluation of property, plant and equipment and investments reflecting the downturn in the global market.
4. A decrease in Supplies and services due to the delayed land sales (see note 1) also delaying purchases of land for development.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

5. A decrease in User charges due to the timing of development land sales.
6. A decrease in Grants and other contributions reflecting a scheduled lower second tranche of state funding in 2009-10 for the construction of the Brisbane Convention and Exhibition Centre expansion.
7. An increase in Other revenue being interest to be received on cash funds held.
8. A decrease in the Gains on sale/revaluation of property, plant and equipment and investments reflecting the downturn in the global market.

Major variations between 2008-09 Estimated Actual and the 2009-10 Estimate include:

9. A decrease in Grants and other contributions reflecting a scheduled lower second tranche of state funding in 2009-10 for the construction of the Brisbane Convention and Exhibition Centre expansion.
10. A decrease in Other revenue being lower interest revenue due to reduced cash holdings.

Statement of Changes in Equity

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

11. No anticipated change in the asset revaluation reserve due to the downturn in the global market.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

12. No anticipated change in the asset revaluation reserve due to the downturn in the global market.

Balance Sheet

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

13. An increase in Cash assets due to later than budgeted capital project construction payments.
14. An increase in Other Current assets due to the timing of development land sales.
15. A decrease in Property, plant and equipment due to the lower than anticipated expenditure recorded as work-in-progress on the expansion of the Brisbane Convention and Exhibition Centre, and the nil revaluation of land and buildings.
16. A decrease in Other Non-Current assets due to the timing of development land sales.
17. An increase in Current Payables due to the timing of the payment of capital project costs.
18. An increase in Other Current Liabilities due to development land sales premiums received and held as unearned income.

Major variations between 2008-09 Budget and 2009-10 Estimate include:

19. An increase in Cash assets due to funding held for capital project construction payments.
20. A decrease in Property, plant and equipment due to the lower than anticipated expenditure recorded as work-in-progress on the expansion of the Brisbane Convention and Exhibition Centre, and the nil revaluation of land and buildings.
21. An increase in Current Payables due to the timing of the payment of capital project costs.
22. An increase in Other Current Liabilities due to development land sales premiums received and held as unearned income.

Major variations between 2008-09 Estimated Actual and the 2009-10 Estimate include:

23. A decrease in Cash assets due to the timing of capital project construction payments.
24. A decrease in Other Current assets due to the timing of development land sales.
25. An increase in Property, plant and equipment due to the work-in-progress on the expansion of the Brisbane Convention and Exhibition Centre.
26. A decrease in Other Non-Current assets due to the timing of development land sales.
27. An increase in Other Current Liabilities due to development land sales premiums received and held as unearned income.

Cash Flow Statement

Major variations between 2008-09 Budget and 2008-09 Estimated Actual include:

28. A decrease in Outflows for Payments for property, plant and equipment due to later than budgeted payments for the expansion of the Brisbane Convention and Exhibition Centre.

Major variations between 2008-09 Estimated Actual and the 2009-10 Estimate include:

29. An increase in Outflows for Payments for property, plant and equipment due to expansion of the Brisbane Convention and Exhibition Centre.