

# PART 1

## Department of the Premier and Cabinet

### Summary of departmental portfolio budgets

Page	Agency	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
1-1	Department of the Premier and Cabinet - controlled	198,297	231,488	234,361
	Department of the Premier and Cabinet - administered	219,960	218,959	193,426
1-29	Corporate Administration Agency	33,721	27,079	11,573
1-36	Library Board of Queensland	54,495	55,612	55,224
1-44	Queensland Art Gallery	31,134	37,346	38,464
1-52	Queensland Events Corporation Pty Ltd	14,230	16,730	16,930
1-59	Queensland Museum	28,253	29,420	28,000
1-67	Queensland Performing Arts Trust	33,513	37,842	32,907
1-74	South Bank Corporation	70,435	77,052	78,345

#### Notes:

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

## 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 department's strategic objectives are:

- supporting 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 (COAG), Chair of the Council for the Australian Federation and Minister for the Arts
- supporting and advising the Premier and Cabinet, Ministers and agencies to ensure the structures and processes of government run efficiently
- providing executive and support services for the Premier and other departments
- leading policy development and coordination across government
- supporting Cabinet and Cabinet Committee decision-making.

These objectives are supported by performance indicators which are monitored enabling the department to assess its progress in meeting the strategic objectives.

Through Arts Queensland (AQ), the department is also dedicated to supporting and growing a strong and diverse arts and culture sector that celebrates Queensland's unique identity and cultural heritage, develops the creative capital and economy of Queensland and enriches the lives of all Queenslanders.

The department collaborates with public sector agencies, other governments and stakeholders to assist the Premier and Cabinet to make informed decisions on issues, trends and developments that potentially impact on Queensland and its people, and to support a diverse, dynamic and vibrant cultural life.

The department is committed to providing strategic, high quality information, analysis and advice that helps to build *Tomorrow's Queensland*: strong, green, smart, healthy and fair.

### 2010-11 HIGHLIGHTS

As part of delivering the Government's 2020 vision *Toward Q2: Tomorrow's Queensland*, during 2010-11 the department will:

- support COAG's continuing reform agendas including health and hospital reform
- produce a strong legislative program on sensitive and important public issues and contribute to the drafting of national scheme legislation
- improve information available on the operation of fundamental legislative principles in legislation and on drafting local laws and university statutes
- improve public access to legislation and legislative information, in particular by the introduction of authorised electronic reprints

- further develop information technology and information management processes to improve the efficiency of the legislative drafting service, and to enhance continuous easy access by clients, in particular by automation of the legislative information collection
- lead the development of the second stage of reforms for the Government's Integrity and Accountability agenda in Queensland
- provide effective support for Parliament, Cabinet and government decision-making processes
- deliver regular People's Question Time, providing opportunities for people to engage with the Premier, Government Ministers and panel guests on topical issues
- respond to the growth challenges in South East Queensland
- invest \$10 million over four years to continue the commissioning of significant public art projects through the art+place Queensland Government Public Art Fund
- invest \$1 million in arts and cultural capital infrastructure for regional communities, as year one of a \$4 million, four-year program
- contribute \$2.5 million for the detailed planning study for the Cairns Cultural Precinct, and the State will contribute \$40 million worth of land as a major contribution to the project
- provide \$1.2 million for the delivery of the Ideas Festival in 2011 and 2013
- provide an additional \$1.2 million over two years to support the Cairns Indigenous Art Fair, increasing the total contribution of the four-year *Backing Indigenous Arts* program to \$11.9 million
- invest \$10 million in Queensland's small-to-medium arts sector
- invest \$1 million over two years to develop a business case for redevelopment of the Queensland Museum South Bank campus
- host the inaugural Design Triennial, an initiative of the *Queensland Design Strategy 2020*, to showcase innovation and design excellence, nurture business collaborations and promote design culture.

## RECENT ACHIEVEMENTS

During 2009-10 the department:

- facilitated the Premier's Disaster Relief Appeal Fund for Queensland's flood and cyclone victims
- managed the policy development and ongoing implementation of the Queensland Renewable Energy plan, which seeks to stimulate up to \$3.5 billion in new investment, create up to 3,500 new jobs and reduce greenhouse gas emissions by more than 40 million tonnes
- continued the implementation of *Brokering Balance: A Public Interest Map for Queensland Government Bodies*
- successfully delivered Queensland's 150<sup>th</sup> Celebrations reflecting on the State's past and celebrating Queensland's future
- opened *The Edge* at the Cultural Centre, a \$10.2 million digital culture centre for young people
- hosted the inaugural Cairns Indigenous Art Fair as part of the \$11.9 million *Backing Indigenous Arts* program, attracting over 10,000 attendees and selling over \$0.5 million worth of art work
- launched the *Queensland Arts and Cultural Sector Plan 2010-2013*, the *artbeat: Regional Arts and Culture Strategy 2010-2014* and the *Aboriginal and Torres Strait Islander Arts Strategy 2009-2010*

- provided \$3 million of a total \$12 million jointly funded with the Australian Government project to co-locate the Queensland Symphony Orchestra with the Australian Broadcasting Corporation at South Bank
- invested \$5.3 million in the new annual Brisbane Festival incorporating *Riverfestival* which attracted an audience of more than a million people; and \$3.2 million in the Queensland Music Festival which provided 44 events to over 148,000 people in 20 regions
- provided \$0.3 million in partnership with the Australia Council for the Arts, for the creation and presentation of Indigenous theatre projects in Queensland
- supported Screen Queensland Pty Ltd to secure the production of *Chronicles of Narnia - The Voyage of the Dawn Treader*, filmed on location in Wellington Point and at Warner Roadshow Studios
- invested \$0.5 million with the Australia Council for the Arts to deliver performing arts and writing projects in six regional communities, as year one of a \$1.5 million three-year investment
- delivered the *Queensland Research and Development (R&D) Investment Strategy 2010-2020*, the *Queensland R&D Expenditure Report 2008-09* and the Science in Parliament event
- commissioned seven substantial pieces of research under the Indigenous Criminal Justice Research Agenda
- supported progress of a broad range of new COAG reform agendas including health and hospital reform, early childhood, natural disaster resilience, nation building and jobs creation and business regulation and competition
- delivered the first annual *Toward Q2: Tomorrow's Queensland* progress report and launched the Q2 Partners program
- coordinated the successful Search for the Centaur project, locating and documenting the wreck of the AHS Centaur in approximately 2,000 metres of water and coordinating commemorative activities
- delivered three People's Question Times from February 2010
- drafted significant legislation including: a preamble for the constitution honouring Indigenous Queenslanders and acknowledging the achievements of our forebears of many backgrounds; integrity, the right to information and information privacy; sustainable planning, greenhouse gases and protection of the Great Barrier Reef; criminal organisations, criminal history screening and the Queensland Civil and Administrative Tribunal; and South East Queensland water restructuring, local government and rail safety
- contributed to legislation by: advising on principles and alternative ways of achieving policy objectives; notifying departments of the automatic expiry of subordinate legislation; and assisting with national scheme legislation
- implemented reforms relating to the Government Response to Integrity and Accountability in Queensland
- organised the Queensland Growth Management Summit in March 2010
- finalised the 2009 Reef Water Quality Protection Plan with the Australian Government to coordinate initiatives to halt and reverse the decline in water quality entering the Reef by 2013
- proactively released Cabinet material including more than 150 Cabinet decisions and supported eight Community Cabinets, coordinating more than 986 community group deputations with Ministers and senior staff, including the largest Community Cabinet held at Innisfail and Mareeba

- worked in partnership with the Department of Education and Training to develop A *Flying Start for Queensland Children* Green Paper to shape the education system to provide a better future for children

## **DEPARTMENTAL SERVICES**

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

The department's services are:

### **Policy Advice, Coordination and Cabinet Support Service**

Policy Advice, Coordination and Cabinet Support Service provides policy advice and coordination for the Premier and Cabinet and supports Cabinet and Cabinet-related activities. The service provides detailed briefings to the Premier on policy from design and development, through coordination to implementation and delivery. The service also monitors performance and delivery of whole-of-Government policy commitments. Through this service the Premier receives detailed briefs on all matters before Cabinet and Cabinet sub-committees. It coordinates a broad range of whole-of-Government activities and provides expert advice on 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 Support Service**

Government and Executive Support Service provides policy advice to the Premier in relation to executive government and machinery-of-Government matters, 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 service is involved in the management and coordination of events, State occasions, official visits and functions and whole-of-Government communications activities.

## **Arts and Culture Service**

Arts Queensland aims to build a strong arts and cultural sector that enriches the lives of all Queenslanders. Services provided include: policy development, advice and planning; arts and cultural funding; support for Queensland's arts statutory authorities and government owned companies; provision of capital infrastructure and management of the State's cultural assets including the Cultural Centre at South Bank and the Judith Wright Centre of Contemporary Arts.

## **Legislative Drafting, Advisory and Information Service**

Legislative Drafting, Advisory and Information Service (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.

## STAFFING<sup>1</sup>

Service	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
<b>Services<sup>2</sup></b>				
Policy Advice, Coordination and Cabinet Support Service		186	180	182
Government and Executive Support Service	3	179	199	183
Arts and Culture Service	4	79	128	128
Legislative Drafting, Advisory and Information Service		62	60	68
<b>Total services</b>		<b>506</b>	<b>567</b>	<b>561</b>
<b>ADMINISTERED</b>				
Ministerial Offices and Office of the Leader of the Opposition		239	241	245
<b>Total Administered Items</b>		<b>239</b>	<b>241</b>	<b>245</b>
<b>SHARED SERVICE INITIATIVE</b>				
Corporate Administration Agency	4	119	85	85
<b>Total shared service initiative</b>		<b>119</b>	<b>85</b>	<b>85</b>
<b>Corporate services provided to other agencies</b>		<b>17</b>	<b>16</b>	<b>13</b>
<b>Total</b>		<b>881</b>	<b>909</b>	<b>904</b>

### Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Corporate FTEs are allocated across the services to which they relate.
3. An increase between the 2009-10 Budget and 2009-10 Estimated actual primarily due to positions associated with the 2018 Gold Coast Commonwealth Games Bid, whole-of-Government Image Library, Social Media, People's Question Time, Transport and Infrastructure Project and the Executive Correspondence Unit.
4. The change in FTEs from the 2009-10 Budget to 2009-10 Estimated actual is due to the transfer of responsibility for facilities management operations from the Corporate Administration Agency to the Arts and Culture Service.

## 2010-11 SERVICE SUMMARY<sup>1</sup>

Service area	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 Service	41,002	40,103	..	..	899
Government and Executive Support Service	52,213	49,555	1,675	..	983
Arts and Culture Service	129,524	108,233	14,004	7,000	287
Legislative Drafting, Advisory and Information Service	9,606	9,571	35	..	..
<b>Total<sup>2</sup></b>	<b>232,345</b>	<b>207,462</b>	<b>15,714</b>	<b>7,000</b>	<b>2,169</b>

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, Queensland Treasury, Department of Infrastructure and Planning, and the Office of the Governor.



## ADMINISTERED ITEMS

The Department of the Premier and Cabinet administers grant funding to Screen Queensland 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 responsibilities 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 Support service.

#### Recent achievements

Significant achievements in 2009-10:

- comprehensive professional development program delivered to Ministerial staff (Australia and New Zealand School of Government program and knowledge consulting program)
- implemented a new overseas travel support arrangements for Ministerial and Opposition offices.

#### Future developments

During 2010-11, the following significant developments are planned:

- the introduction of new legislation to ensure a discrete framework for the employment of ministerial staff and provide clear direction on their rights and responsibilities
- delivery of accountability and ethics training for ministerial staff
- continue to update the *Queensland Ministerial Handbook* and the *Queensland Opposition Handbook* for legislative and policy changes to meet contemporary needs and accountability standards.

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

## PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
<b>Administered Item: Ministerial Offices and Office of the Leader of the Opposition</b>				
Staff numbers		239	241	245
Policies and Guidelines		Ongoing review		New employment legislation to be introduced in July 2010
Public Report of office expenses to Parliament		February and August Monthly	February and August Monthly	February and August Monthly
Financial reporting to individual Ministers and the Office of the Leader of the Opposition				
<b>State contribution (\$000)</b>		<b>39,712</b>	<b>40,089</b>	<b>42,180</b>
<b>Other revenue (\$000)</b>		<b>..</b>	<b>..</b>	<b>..</b>
<b>Total cost (\$000)</b>		<b>39,712</b>	<b>40,089</b>	<b>42,180</b>

## BUDGET AND EXPENSES BY OFFICE

Budget and Expenses by Office <sup>1</sup>	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Premier and Minister for the Arts	2	5,383	5,314	5,472
Deputy Premier and Minister for Health		2,262	2,152	2,324
Treasurer and Minister for Employment and Economic Development		1,853	1,853	2,026
Minister for Public Works and Information and Communication Technology		1,382	1,243	1,518
Minister for Natural Resources, Mines and Energy and Minister for Trade		1,779	1,720	1,755
Minister for Education and Training		1,824	1,759	1,909
Minister for Police, Corrective Services and Emergency Services		1,743	1,639	1,918
Minister for Main Roads	3	1,361	1,422	1,773
Minister for Primary Industries, Fisheries and Rural and Regional Queensland		1,599	1,599	1,700
Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships		1,317	1,268	1,350
Minister for Infrastructure and Planning		1,723	1,632	1,732
Minister for Transport		1,419	1,380	1,631
Minister for Tourism and Fair Trading		1,476	1,425	1,666
Minister for Child Safety and Minister for Sport		1,497	1,474	1,698
Minister for Community Services and Housing and Minister for Women		1,561	1,409	1,606
Minister for Disability Services and Multicultural Affairs		1,406	1,380	1,465
Minister for Climate Change and Sustainability		1,283	1,338	1,477
Attorney-General and Minister for Industrial Relations		1,332	1,370	1,598
<b>Total Ministerial Offices</b>		<b>32,198</b>	<b>31,377</b>	<b>34,618</b>
Parliamentary Secretary to the Premier and Minister for the Arts		94	94	104
Parliamentary Secretary for Health		75	75	78
Parliamentary Secretary for Employment and Economic Development		94	94	98
Parliamentary Secretary for Natural Resources, Mines and Energy and Trade		71	78	86
Parliamentary Secretary for Education	4	86	86	73
Parliamentary Secretary for Emergency Services	5	67	67	86
Parliamentary Secretary for Industrial Relations		70	70	73
Parliamentary Secretary for Disability Services and Multicultural Affairs		66	66	76
Parliamentary Secretary for Tourism		83	83	92
<b>Total Parliamentary Secretaries</b>		<b>706</b>	<b>713</b>	<b>766</b>
<b>Total for Ministerial Offices and Parliamentary Secretaries</b>		<b>32,904</b>	<b>32,090</b>	<b>35,384</b>
Office of the Leader of the Opposition		2,880	2,936	3,190
<b>Total for Non-Government support</b>		<b>2,880</b>	<b>2,936</b>	<b>3,190</b>
Corporate Support		3,928	3,063	3,606
IT Replacement Program			2,000	
<b>GRAND TOTAL</b>		<b>39,712</b>	<b>40,089</b>	<b>42,180</b>

Notes:

1. Figures may not add due to rounding.
2. The Office of the Premier and Minister for the Arts included the Townsville regional office in 2009-10.
3. The Office of the Minister for Main Roads includes the Townsville regional office in 2010-11.
4. The Parliamentary Secretary for Education changed on 16 April 2010.
5. The Parliamentary Secretary for Emergency Services changed on 16 April 2010.

## STAFF BY OFFICE

Staff by Office <sup>1</sup>	Notes	2009-10 Est. act.	2010-11 Estimate
Premier and Minister for the Arts	2	36	32
Deputy Premier and Minister for Health		16	16
Treasurer and Minister for Employment and Economic Development		12	13
Minister for Public Works and Information and Communication Technology		8	9
Minister for Natural Resources, Mines and Energy and Minister for Trade		14	13
Minister for Education and Training		13	14
Minister for Police, Corrective Services and Emergency Services		12	13
Minister for Main Roads	3	9	11
Minister for Primary Industries, Fisheries and Rural and Regional Queensland		10	10
Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships		9	8
Minister for Infrastructure and Planning		11	11
Minister for Transport		10	11
Minister for Tourism and Fair Trading		10	11
Minister for Child Safety and Minister for Sport		10	11
Minister for Community Services and Housing and Minister for Women		11	10
Minister for Disability Services and Multicultural Affairs		9	9
Minister for Climate Change and Sustainability		9	10
Attorney-General and Minister for Industrial Relations		10	11
<b>Total for Ministerial Offices</b>		<b>219</b>	<b>223</b>
Office of the Leader of the Opposition		22	22
<b>Total for Non-Government support</b>		<b>22</b>	<b>22</b>
Corporate Support		..	..
<b>GRAND TOTAL</b>		<b>241</b>	<b>245</b>

Notes:

1. Figures may not add due to rounding.
2. The Office of the Premier and Minister for the Arts included the Townsville regional office in 2009-10.
3. The Office of the Minister for Main Roads includes the Townsville regional office in 2010-11.

## DEPARTMENTAL STATEMENTS

### PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
<b>Service: Policy Advice, Coordination and Cabinet Support Service</b>				
Number of Cabinet meetings supported		47	45	46
Number of Community Cabinet meetings supported		10	10	10
Number of Cabinet Committee meetings supported		75	101	100
Percentage of Cabinet Secretariat timeframes met for Cabinet decisions	1	95% success in circulation by 4.30pm day following	95%	100%
Percentage of stakeholders satisfied or more than satisfied with DPC support in completion of the Cabinet bag		New measure	..	90%
Percentage of stakeholders satisfied or more than satisfied or more than satisfied with DPC support for Cabinet Committees		New measure	..	100%
Percentage of stakeholders satisfied or more than satisfied with DPC engagement with the policy development process		New measure	..	95%
Stakeholder satisfaction with quality and timeliness of reports		New measure	..	90%
Level of satisfaction from line agencies with the process of contributing to implementation reports		New measure	..	90%
<b>State contribution (\$000)</b>		<b>34,381</b>	<b>39,828</b>	<b>40,103</b>
<b>Other revenue (\$000)</b>		<b>899</b>	<b>1,157</b>	<b>899</b>
<b>Total cost (\$000)</b>		<b>35,280</b>	<b>40,985</b>	<b>41,002</b>

### Service: Government and Executive Support Service

Number of Executive Council Minutes	975	900	900
Number of Ministerial Office training days provided	150	137.75	120
Total flying hours achieved (organ retrievals, search and rescue, official transport, other)	750	680	750

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of event activities organised for Queensland	2	34	48	34
Number of speeches and related services prepared		400	420	400
Number of process improvement reviews undertaken	3	16	45	32
Percentage of RTI applications processed within statutory timeframes		100%	100%	100%
Level of satisfaction by Executive Managers with the identification of opportunities to promote Queensland		New measure	..	85%
Percentage of requests for information released administratively	3,4	New measure	..	..
Percentage of stakeholders satisfied or more than satisfied with DPC support in relation to Executive Council process		New measure	..	85%
Percentage of stakeholders satisfied or more than satisfied with DPC support in relation to significant appointment process		New measure	..	85%
<b>State contribution (\$000)</b>		<b>41,984</b>	<b>51,447</b>	<b>49,555</b>
<b>Other revenue (\$000)</b>		<b>2,412</b>	<b>3,581</b>	<b>2,658</b>
<b>Total cost (\$000)</b>		<b>44,396</b>	<b>55,028</b>	<b>52,213</b>

#### Service: Arts and Culture Service

Level of attendance and participation in subsidised arts sector events	5	4,200,000	4,146,674	4,100,000
Level of client satisfaction with Arts Queensland's funding programs and services	6,7	80%	76%	80%
Percentage of grant funding informed by industry peer assessment	8	New measure	..	95%
Percentage of grant approvals processed within required timeframes		95%	99%	95%
Percentage of grant acquittals processed within required timeframes		90%	84%	90%
Percentage of funding provided to people from target groups	9	40%	37%	40%
Proportion of funding allocated to artists, arts workers and non-government arts and cultural organisations		82%	86%	84%

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Utilisation of state-owned arts and cultural facilities	10	New measure	..	3,800,000
<b>State contribution (\$000)</b>		<b>101,156</b>	<b>107,014</b>	<b>108,233</b>
<b>Other revenue (\$000)</b>		<b>5,213</b>	<b>16,190</b>	<b>21,291</b>
<b>Total cost (\$000)</b>		<b>106,369</b>	<b>123,204</b>	<b>129,524</b>

#### Service: Legislative Drafting, Advisory and Information Service

Reasonable levels of output:	11			
Number of Bills provided		..	65	..
Number of instruments of subordinate legislation provided		..	300	..
Number of pages of Bills and subordinate legislation provided		..	7,000	..
Number of amendments during consideration in detail provided		..	39	..
Number of pages of amendments during consideration in detail provided		..	171	..
Number of pages prepared in camera-ready form for publication		..	240,000	..
High client satisfaction: Qualitative evaluation of client satisfaction of direct Government drafting clients	12	85%	85%	85%
High proportion of deadlines met: Percentage of agreed deadlines met for:				
Printed publications	12			
- mandatory deadlines		100%	100%	100%
- other deadline		90%	90%	90%
Electronic publications	12	75%	75%	75%
<b>State contribution (\$000)</b>		<b>9,044</b>	<b>9,215</b>	<b>9,571</b>
<b>Other revenue (\$000)</b>		<b>28</b>	<b>28</b>	<b>35</b>
<b>Total cost (\$000)</b>		<b>9,072</b>	<b>9,243</b>	<b>9,606</b>

#### Notes:

1. Target relates to success in circulation of decision by 4:30pm the day following the Premier's approval.
2. Variance attributed to Integrity and Accountability Forums and Kurilpa Bridge Opening.
3. This is a demand driven measure and fluctuates accordingly.
4. This is only information released from the Right to Information (RTI) unit and does not include other areas of the department that release information administratively.
5. The wording of the service standard has been amended to reflect the range of ways people engage in arts and culture – as attendees (audience members) and as active participants
6. The satisfaction survey included applicants to Sector Project Grants, Small to medium program (s2m), Building Skills and Opportunities, Regional Arts Development Fund (RADF) and art+place Queensland Government Public Art Fund.
7. There has been a minor wording change to the service standard to improve readability.
8. The new service standard indicates the proportion of grant funding allocated to the sector that has been informed by industry expert advice. The standard refers to funding decisions made as part of competitive or open grant programs and does not include targeted funding decisions and administered funding to statutory authorities.



9. This service standard 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 older people. It does not include funding programs dedicated to specific target groups.
10. The service standard demonstrates Arts Queensland's effectiveness in managing state-owned arts and cultural facilities including the Cultural Centre at South Bank and Judith Wright Centre of Contemporary Arts.
11. Workloads are driven by the government's legislative program and the sittings pattern of the Legislative Assembly. Services are not consistent throughout the year and may vary from year to year.
12. The collection method for this service standard has been revised to more accurately capture the data being measured.

## INCOME STATEMENT

Department of the Premier and Cabinet	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>Income</b>				
Service revenue	1,9	186,565	207,504	207,462
User charges	2,10	9,353	16,353	17,730
Grants and other contributions	3,11	2,163	7,415	8,953
Other revenue		216	216	216
Gains on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total income</b>		<b>198,297</b>	<b>231,488</b>	<b>234,361</b>
<b>Expenses</b>				
Employee expenses	4,12	55,274	58,864	61,124
Supplies and services	5,13	31,582	58,108	61,374
Grants and subsidies	6,14	69,239	70,068	66,545
Depreciation and amortisation	7,15	40,683	41,983	43,098
Finance/borrowing costs		1,080	1,080	1,018
Other expenses	8,16	439	1,385	1,202
Losses on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total expenses</b>		<b>198,297</b>	<b>231,488</b>	<b>234,361</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>		<b>..</b>	<b>..</b>	<b>..</b>

## STATEMENT OF CHANGES IN EQUITY

Department of the Premier and Cabinet	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments		..	..	..
Increase/(decrease) in asset revaluation reserve		18,938	18,938	18,431
Net amount of all revenue and expense adjustments direct to equity not disclosed above		..	..	..
<b>Net income recognised directly in equity</b>		<b>18,938</b>	<b>18,938</b>	<b>18,431</b>
Surplus/(deficit) for the period		..	..	..
<b>Total recognised income and expense for the period</b>		<b>18,938</b>	<b>18,938</b>	<b>18,431</b>
Equity injection/(withdrawal)		(29,010)	(31,080)	(39,875)
Equity adjustments (MoG transfers)		295	295	..
<b>Total movement in equity for period</b>		<b>(9,777)</b>	<b>(11,847)</b>	<b>(21,444)</b>

## BALANCE SHEET

Department of the Premier and Cabinet	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CURRENT ASSETS</b>				
Cash assets	17,29	30,336	6,668	5,958
Receivables	18,30	5,209	7,628	7,628
Other financial assets		..	..	..
Inventories		146	113	113
Other	19,31	220	888	888
Non-financial assets held for sale		..	..	..
<b>Total current assets</b>		<b>35,911</b>	<b>15,297</b>	<b>14,587</b>
<b>NON-CURRENT ASSETS</b>				
Receivables	20	..	8,100	..
Other financial assets		..	..	..
Property, plant and equipment	21,32	859,906	834,304	811,870
Intangibles	22,33	3,704	4,283	4,822
Other		..	..	..
<b>Total non-current assets</b>		<b>863,610</b>	<b>846,687</b>	<b>816,692</b>
<b>TOTAL ASSETS</b>		<b>899,521</b>	<b>861,984</b>	<b>831,279</b>
<b>CURRENT LIABILITIES</b>				
Payables	23,34	13,277	1,858	1,858
Accrued employee benefits	24,35	1,746	2,634	2,634
Interest-bearing liabilities and derivatives	25,36	1,238	2,177	2,214
Provisions		..	..	..
Other		..	..	..
<b>Total current liabilities</b>		<b>16,261</b>	<b>6,669</b>	<b>6,706</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables		..	..	..
Accrued employee benefits		..	..	..
Interest-bearing liabilities and derivatives	26	14,763	22,776	13,478
Provisions		..	..	..
Other		..	..	..
<b>Total non-current liabilities</b>		<b>14,763</b>	<b>22,776</b>	<b>13,478</b>
<b>TOTAL LIABILITIES</b>		<b>31,024</b>	<b>29,445</b>	<b>20,184</b>
<b>NET ASSETS/(LIABILITIES)</b>		<b>868,497</b>	<b>832,539</b>	<b>811,095</b>
<b>EQUITY</b>				
Capital/contributed equity	27,37	481,801	479,423	439,548
Retained surplus/(accumulated deficit)		11,111	11,111	11,111
Reserves:				
- Asset revaluation reserve	28,38	375,585	342,005	360,436
- Other		..	..	..
<b>TOTAL EQUITY</b>		<b>868,497</b>	<b>832,539</b>	<b>811,095</b>

## CASH FLOW STATEMENT

Department of the Premier and Cabinet	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Inflows:</b>				
Service receipts	39,50	186,565	213,621	207,462
User charges	40,51	10,033	16,876	18,410
Grants and other contributions	41,52	2,163	7,415	8,953
Other		2,856	2,856	2,856
<b>Outflows:</b>				
Employee costs	42,53	(55,274)	(58,864)	(61,124)
Supplies and services	43,54	(33,927)	(66,570)	(64,014)
Grants and subsidies	44,55	(69,239)	(71,365)	(66,545)
Borrowing costs		(1,080)	(1,080)	(1,018)
Other	45,56	(1,119)	(2,595)	(1,882)
<b>Net cash provided by/(used in) operating activities</b>		<b>40,978</b>	<b>40,294</b>	<b>43,098</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Inflows:</b>				
Sales of property, plant and equipment		..	..	..
Investments redeemed		..	..	..
Loans and advances redeemed	46,57	..	1,084	8,100
<b>Outflows:</b>				
Payments for property, plant and equipment and intangibles	47,58	(12,106)	(17,258)	(2,772)
Payments for investments		..	..	..
Loans and advances made		..	..	..
<b>Net cash provided by/(used in) investing activities</b>		<b>(12,106)</b>	<b>(16,174)</b>	<b>5,328</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Inflows:</b>				
Borrowings		..	..	..
Equity injections	48,59	9,110	8,740	..
<b>Outflows:</b>				
Borrowing redemptions	49,60	(1,099)	(2,226)	(9,261)
Finance lease payments		..	..	..
Equity withdrawals		(38,120)	(39,820)	(39,875)
<b>Net cash provided by/(used in) financing activities</b>		<b>(30,109)</b>	<b>(33,306)</b>	<b>(49,136)</b>
<b>Net increase/(decrease) in cash held</b>		<b>(1,237)</b>	<b>(9,186)</b>	<b>(710)</b>
<b>Cash at the beginning of financial year</b>		<b>31,573</b>	<b>15,854</b>	<b>6,668</b>
Cash transfers from restructure		..	..	..
<b>Cash at the end of financial year</b>		<b>30,336</b>	<b>6,668</b>	<b>5,958</b>

## ADMINISTERED INCOME STATEMENT

Department of the Premier and Cabinet	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>Revenues</b>				
Commonwealth grants		..	..	..
Taxes, fees and fines		..	..	..
Royalties, property income and other territorial Revenue		..	..	..
Interest		327	327	263
Administered revenue	62	219,633	218,632	193,163
Other	61,63	2,764	..	..
<b>Total revenues</b>		<b>222,724</b>	<b>218,959</b>	<b>193,426</b>
<b>Expenses</b>				
Supplies and services	64	12,987	13,457	14,341
Depreciation and amortisation		350	350	350
Grants and subsidies	65	179,809	178,412	150,848
Benefit payments		..	..	..
Borrowing costs		327	327	263
Other	66	26,487	26,413	27,624
<b>Total expenses</b>		<b>219,960</b>	<b>218,959</b>	<b>193,426</b>
<b>Net surplus or deficit before transfers to Government</b>		<b>2,764</b>	..	..
<b>Transfers of administered revenue to Government</b>		<b>2,764</b>	..	..
<b>OPERATING SURPLUS/(DEFICIT)</b>		<b>..</b>	<b>..</b>	<b>..</b>

## ADMINISTERED BALANCE SHEET

Department of the Premier and Cabinet	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CURRENT ASSETS</b>				
Cash assets		9,792	7,313	8,540
Receivables	67,69	1,556	2,272	2,273
Inventories		..	..	..
Other		25	267	267
Non-financial assets held for sale		..	..	..
<b>Total current assets</b>		<b>11,373</b>	<b>9,852</b>	<b>11,080</b>
<b>NON-CURRENT ASSETS</b>				
Receivables	70	4,000	4,325	3,325
Other financial assets		..	..	..
Property, plant and equipment		558	601	582
Intangibles		..	..	..
Other		..	..	..
<b>Total non-current assets</b>		<b>4,558</b>	<b>4,926</b>	<b>3,907</b>
<b>TOTAL ADMINISTERED ASSETS</b>		<b>15,931</b>	<b>14,778</b>	<b>14,987</b>
<b>CURRENT LIABILITIES</b>				
Payables		1,545	1,641	1,640
Transfers to Government payable		..	..	..
Interest-bearing liabilities		1,000	1,000	1,000
Other		..	..	..
<b>Total current liabilities</b>		<b>2,545</b>	<b>2,641</b>	<b>2,640</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables	68,71	6,291	4,713	5,913
Interest-bearing liabilities	72	4,000	4,325	3,325
Other		20	10	20
<b>Total non-current liabilities</b>		<b>10,311</b>	<b>9,048</b>	<b>9,258</b>
<b>TOTAL ADMINISTERED LIABILITIES</b>		<b>12,856</b>	<b>11,689</b>	<b>11,898</b>
<b>ADMINISTERED NET ASSETS/(LIABILITIES)</b>		<b>3,075</b>	<b>3,089</b>	<b>3,089</b>
<b>EQUITY</b>				
Capital/Contributed equity		3,712	3,726	3,726
Retained surplus/(Accumulated deficit)		(637)	(637)	(637)
Reserves:				
- Asset revaluation reserve		..	..	..
- Other		..	..	..
<b>TOTAL ADMINISTERED EQUITY</b>		<b>3,075</b>	<b>3,089</b>	<b>3,089</b>

## ADMINISTERED CASH FLOW STATEMENT

Department of the Premier and Cabinet	Notes	2009-10 Adjusted Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Inflows:</b>				
Administered item receipts	77	219,633	219,830	193,163
Grants and other contributions	73,78	2,764	..	..
Taxes, fees and fines		..	..	..
Royalties, property income and other territorial revenues		..	..	..
Other		326	326	262
<b>Outflows:</b>				
Transfers to Government	74,79	(2,764)	..	..
Grants and subsidies	80	(179,809)	(178,412)	(150,848)
Supplies and services	75,81	(12,987)	(14,655)	(14,341)
Borrowing costs		(327)	(327)	(263)
Other	76,82	(25,278)	(24,181)	(26,415)
<b>Net cash provided by/(used in) operating activities</b>		<b>1,558</b>	<b>2,581</b>	<b>1,558</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Inflows:</b>				
Sales of property, plant and equipment		..	..	..
Investments redeemed		..	..	..
Loans and advances redeemed		1,000	1,000	1,000
<b>Outflows:</b>				
Payments for property, plant and equipment and intangibles		(331)	(331)	(331)
Payments for investments		..	..	..
Loans and advances made		..	..	..
<b>Net cash provided by/(used in) investing activities</b>		<b>669</b>	<b>669</b>	<b>669</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Inflows:</b>				
Borrowings		..	..	..
Equity injections		..	..	..
<b>Outflows:</b>				
Borrowing redemptions		(1,000)	(1,000)	(1,000)
Finance lease payments		..	..	..
Equity withdrawals		..	..	..
<b>Net cash provided by/(used in) financing activities</b>		<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>
<b>Net increase/(decrease) in cash held</b>		<b>1,227</b>	<b>2,250</b>	<b>1,227</b>
<b>Administered cash at beginning of financial year</b>		<b>8,565</b>	<b>5,063</b>	<b>7,313</b>
Cash transfers from restructure		..	..	..
<b>Administered cash at end of financial year</b>		<b>9,792</b>	<b>7,313</b>	<b>8,540</b>

# EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

## Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in service revenue due to new funding provided for the 2018 Gold Coast Commonwealth Games Bid, the 2010 Growth Management Summit, Integrity and Accountability Reforms, Information Technology projects and the Cairns Indigenous Art Fair. Additional ongoing funding was provided for the Performance and Delivery Office and increased depreciation associated with the completion of the Queensland Performing Arts Centre refurbishment in late 2008-09. Funding was transferred from administered revenue to service revenue to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. Funding was also deferred from 2008-09 for projects including the Search for the Centaur, the Right to Information and Information Privacy reforms, Reef Water Quality Protection Plan, Queensland's 150th Celebrations and SmartCab. These increases have been partially offset by deferred funding into 2010-11 for SmartCab, Right to Information and Information Privacy reforms, art+place Queensland Government Public Art Fund, Regional Theatre and Regional Writing, and the Asia Pacific Design Triennial.
2. An increase in user charges primarily due to lease payments made by Arts Statutory Authorities now being paid to the department as the owner of the Cultural Precinct under the new governance model, as well as revenues associated with the introduction of the whole-of-Government Image Library managed by the department. This increase has been partly offset by the downscaling of Information Technology and Library services provided to other agencies.
3. An increase in grants and other contributions primarily due to additional sponsorships received for Queensland's 150th Celebrations, contributions received for the Kurilpa Bridge Opening from the Department of Public Works, contribution to the development of a whole-of-Government Image Library from the ICT Innovation Fund and funding for the Reef Rescue and Monitoring project from the Department of Environment and Resource Management.
4. An increase in employee expenses associated with the establishment of the 2018 Gold Coast Commonwealth Games Bid, Integrity and Accountability Reforms, the Cairns Indigenous Art Fair, the whole-of-Government Image Library and the Performance and Delivery Office as well as deferrals from 2008-09 for the Right to Information and Information Privacy reforms. Staff were also transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.
5. An increase in supplies and services associated with the establishment of the 2018 Gold Coast Commonwealth Games Bid, the 2010 Growth Management Summit, Integrity and Accountability Reforms, Information Technology projects, the Cairns Indigenous Art Fair, the Performance and Delivery Office, the whole-of-Government Image Library, the Kurilpa Bridge Opening, the Reef Rescue and Monitoring project and deferred projects from 2008-09 for projects including the Search for the Centaur, the Right to Information and Information Privacy reforms, Reef Water Quality Protection Plan, Queensland's 150th Celebrations and SmartCab. Facilities management contracts were also transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.
6. An increase in grants and subsidies primarily due to the Cairns Indigenous Art Fair and increases in in-kind event sponsorship.
7. An increase in depreciation primarily due to the completion of the Queensland Performing Arts Centre refurbishment in late 2008-09.
8. An increase in other expenses primarily due to building owner insurance transferred from Corporate Administration Agency as part of the new facility management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

9. An increase in service revenue primarily due to new funding provided for the 2018 Gold Coast Commonwealth Games Bid, the Council of Australian Governments' Reform agenda and the Ideas Festival. Additional funding has been provided for Regional Arts Infrastructure and the Queensland Museum Business Case development, the Reef Water Quality Protection Plan, the Performance and Delivery Office, Cairns Indigenous Arts Fair, art+place Queensland Government Public Art Fund, the Great Barrier Reef Marine Park Authority and Enterprise Bargaining arrangements. Funding was also transferred from administered revenue to service revenue to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. Funding has also been deferred into 2010-11 for SmartCab, Right to Information and Information Privacy reforms, art+place Queensland Government Public Art Fund, Regional Theatre and Regional Writing projects, and the Asia Pacific Design Triennial. These increases have been partially offset by the completion of Queensland's 150th Celebrations in 2009.
10. An increase in user charges primarily due to lease payments made by Arts Statutory Authorities now being paid to the department as the owner of the Cultural Precinct under the new governance model, as well as revenues associated with the introduction of the whole-of-Government Image Library managed by the department. This increase has been partly offset by the downscaling of Information Technology and Library services provided to other agencies.
11. An increase in grants and other contributions primarily due to revenue received from other State entities and the Australian Government for the co-location of the Queensland Symphony Orchestra with the Australian Broadcasting Corporation at South Bank.
12. An increase in employee expenses primarily due to the 2018 Gold Coast Commonwealth Games Bid, the Ideas Festival, Cairns Indigenous Arts Fair, the Performance and Delivery Office, the whole-of-Government Image Library, art+place Queensland Government Public Art Fund and Enterprise Bargaining arrangements. Staff have also been transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. These increases have been partially offset by the completion of Queensland's 150th Celebrations in 2009.



13. An increase in supplies and services primarily due to the 2018 Gold Coast Commonwealth Games Bid, the Ideas Festival, a Queensland Museum Business Case development, Cairns Indigenous Arts Fair, the Performance and Delivery Office, art+place Queensland Government Public Art Fund, the whole-of-Government Image Library and projects deferred into 2010-11 for SmartCab, Right to Information and Information Privacy reforms and the Asia Pacific Design Triennial. Facilities management contracts have also been transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. These increases have been partially offset by the completion of Queensland's 150th Celebrations in 2009.
14. A decrease in grants and subsidies primarily due to one-off capital grants being paid in 2009-10 for the Cobb and Co Museum and for the relocation of the Queensland Symphony Orchestra into the new ABC building at South Bank, partly offset by additional grants for the Regional Arts Infrastructure and deferred projects into 2010-11 for art+place Queensland Government Public Art Fund, the Great Barrier Reef Marine Park Authority, Regional Theatre and Regional Writing projects and the Cairns Indigenous Arts Fair.
15. An increase in depreciation primarily due to the completion of the Queensland Performing Arts Centre refurbishment in late 2008-09.
16. An increase in other expenses primarily due to building owner insurance transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.

## Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

17. A decrease in cash primarily due to the completion of the Queensland Performing Arts Centre refurbishment in June 2009 rather than July 2009 as anticipated, as well as an anticipated reduction in current payables.
18. An increase in current receivables primarily due to fluctuations in accrued revenue between years.
19. An increase in other current assets primarily due to fluctuations in prepaid expenses between years.
20. An increase in non-current receivables due to outstanding loans made to Screen Queensland Pty Ltd.
21. A decrease in property, plant and equipment primarily due to lower than estimated revaluation of Queensland Cultural Centre Assets and Queensland Government Aircraft at the end of 2008-09.
22. An increase in intangibles due to enhancements in information processing applications including upgrades to the department's electronic Documents and Records Management system, internet software applications and legislative databases.
23. A decrease in current payables primarily due to fluctuations in accrued expenditure between years.
24. An increase in accrued employee benefits reflecting annual leave payable to the Annual Leave Central Scheme at year end.
25. An increase in current interest-bearing liabilities and derivatives primarily due to a change in accounting treatments of loans which resulted in the transfer of the Revolving Film Finance Fund from Administered to Controlled.
26. An increase in non-current interest-bearing liabilities and derivatives due to loans raised for Screen Queensland Pty Ltd.
27. A decrease in capital/contributed equity primarily due to the transfer of the State Crisis Centre to the Queensland Police Service and the return of cash to the State Government to match funded depreciation expense in relation to Queensland Cultural Centre infrastructure.
28. A decrease in the asset revaluation reserve due to a lower than estimated value of Queensland Cultural Centre assets and Queensland Government Aircraft at the end of 2008-09.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

29. A decrease in cash primarily due to the completion of the Queensland Performing Arts Centre refurbishment in June 2009 rather than July 2009 as anticipated, as well as an anticipated reduction in current payables.
30. An increase in current receivables primarily due to fluctuations in accrued revenue between years.
31. An increase in other current assets primarily due to fluctuations in prepaid expenses between years.
32. A decrease in property, plant and equipment primarily due to accumulated depreciation on the Queensland Cultural Centre Assets and Queensland Government Aircraft. This decrease will be partly offset by the expected increased valuation of the Queensland Cultural Centre Assets at the end of 2010-11.
33. An increase in intangibles primarily due to enhancements in information processing applications including upgrades to the department's electronic Documents and Records Management system, internet software applications and legislative databases in 2009-10 as well as the expected completion of SmartCab in 2010-11.
34. Decrease in current payables primarily due to fluctuations in accrued expenditure between years.
35. An increase in accrued employee benefits reflecting annual leave payable to the Annual Leave Central Scheme at year end.
36. An increase in current interest-bearing liabilities and derivatives primarily due to a change in accounting treatments of loans which resulted in the transfer of the Revolving Film Finance Fund from Administered to Controlled.
37. A decrease in capital/contributed equity primarily due to the transfer of the State Crisis Centre to Queensland Police Service and the return of cash to Consolidated Fund to match funded depreciation expense in relation to Queensland Cultural Centre infrastructure.
38. A decrease in the asset revaluation reserve due to a lower than estimated value of Queensland Cultural Centre assets and Queensland Government Aircraft at the end of 2008-09.

## Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

39. An increase in service receipts due to new funding provided for the 2018 Gold Coast Commonwealth Games Bid, the 2010 Growth Management Summit, Integrity and Accountability Reforms, Information Technology projects and the Cairns Indigenous Art Fair. Additional ongoing funding was provided for the Performance and Delivery Office and increased depreciation associated with the completion of the Queensland Performing Arts Centre refurbishment in late 2008-09. Funding was transferred from administered revenue to service revenue to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. Funding was also deferred from 2008-09 for projects including the Search for the Centaur, the Right to Information and Information Privacy reforms, Reef Water Quality Protection Plan, Queensland's 150th Celebrations and SmartCab. These increases have been partially offset by deferred funding into 2010-11 for SmartCab, Right to Information and Information Privacy reforms, art+place Queensland Government Public Art Fund, Regional Theatre and Regional Writing, and the Asia Pacific Design Triennial.
40. An increase in user charges primarily due to lease payments made by Arts Statutory Authorities now being paid to the department as the owner of the Cultural Precinct under the new governance model, as well as revenues associated with the introduction of the whole-of-Government Image Library managed by the department. This increase has been partly offset by the downscaling of Information Technology and Library services provided to other agencies.
41. An increase in grants and other contributions primarily due to additional sponsorships received for Queensland's 150th Celebrations, contributions received for the Kurilpa Bridge Opening from the Department of Public Works, contribution to the development of a whole-of-Government Image Library from the Innovation Fund and funding for the Reef Rescue and Monitoring project from the Department of Environment and Resource Management.
42. An increase in employee costs associated with the establishment of the 2018 Gold Coast Commonwealth Games Bid, Integrity and Accountability Reforms, the Cairns Indigenous Art Fair, the whole-of-Government Image Library and the Performance and Delivery Office as well as deferrals from 2008-09 for the Right to Information and Information Privacy reforms. Staff were also transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.
43. An increase in supplies and services associated with the establishment of the 2018 Gold Coast Commonwealth Games Bid, the 2010 Growth Management Summit, Integrity and Accountability Reforms, Information Technology projects, the Cairns Indigenous Art Fair, the Performance and Delivery Office, the whole-of-Government Image Library, the Kurilpa Bridge Opening, the Reef Rescue and Monitoring project and deferred projects from 2008-09 including the Search for the Centaur, the Right to Information and Information Privacy reforms, Reef Water Quality Protection Plan, Queensland's 150th Celebrations and SmartCab. Facilities management contracts were also transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.
44. An increase in grants and subsidies primarily due to the Cairns Indigenous Art Fair.
45. An increase in other expenses primarily due to building owner insurance transferred from Corporate Administration Agency as part of the new facility management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.
46. An increase in loans and advances redeemed due to repayments on loans raised on behalf of Screen Queensland Pty Ltd.
47. An increase in payments for property, plant and equipment and intangibles due to payments associated with completion of the Queensland Performing Arts Centre refurbishment in 2008-09 being paid this year.
48. A decrease in equity injections due to the transfer of funds to the State Library of Queensland to purchase furniture, fittings and equipment for *The Edge* at the Cultural Centre Auditorium.
49. An increase in borrowing redemptions due to repayments on loans raised on behalf of Screen Queensland Pty Ltd.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

50. An increase in service receipts primarily due to new funding provided for the 2018 Gold Coast Commonwealth Games Bid, the Council of Australian Governments' Reform agenda and the Ideas Festival. Additional funding has been provided for Regional Arts Infrastructure and the Queensland Museum Business Case development, the Reef Water Quality Protection Plan, the Performance and Delivery Office, Cairns Indigenous Arts Fair, art+place Queensland Government Public Art Fund, the Great Barrier Reef Marine Park Authority and Enterprise Bargaining arrangements. Funding was also transferred from administered receipts to service receipts to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. Funding has also been deferred into 2010-11 for SmartCab, Right to Information and Information Privacy reforms, art+place Queensland Government Public Art Fund, Regional Theatre and Regional Writing projects, and the Asia Pacific Design Triennial. These increases have been partially offset by the completion of Queensland's 150th Celebrations in 2009.
51. An increase in user charges primarily due to lease payments made by Arts Statutory Authorities now being paid to the department as the owner of the Cultural Precinct under the new governance model, as well as revenues associated with the introduction of the whole-of-Government Image Library managed by the department. This increase has been partly offset by the downscaling of Information Technology and Library services provided to other agencies.
52. An increase in grants and other contributions primarily due to receipts from other State entities and the Australian Government for the co-location of the Queensland Symphony Orchestra with the Australian Broadcasting Corporation at South Bank.
53. An increase in employee costs primarily due to the 2018 Gold Coast Commonwealth Games Bid, the Ideas Festival, Cairns Indigenous Arts Fair, the Performance and Delivery Office, the whole-of-Government Image Library, art+place Queensland Government Public Art Fund and Enterprise Bargaining arrangements. Staff have also been transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. These increases have been partially offset by the completion of Queensland's 150th Celebrations in 2009.

54. An increase in supplies and services primarily due to the 2018 Gold Coast Commonwealth Games Bid, the Ideas Festival, a Queensland Museum Business Case development, Cairns Indigenous Arts Fair, the Performance and Delivery Office, art+place Queensland Government Public Art Fund, the whole-of-Government Image Library and projects deferred into 2010-11 for SmartCab, Right to Information and Information Privacy reforms and the Asia Pacific Design Triennial. Facilities management contracts have also been transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. These increases have been partially offset by the completion of Queensland's 150th Celebrations in 2009.
55. A decrease in grants and subsidies primarily due to one-off capital grants being paid in 2009-10 for the Cobb and Co Museum and for the relocation of the Queensland Symphony Orchestra into the new ABC building at South Bank, partly offset by additional grants for the Regional Arts Infrastructure and deferred projects into 2010-11 for art+place Queensland Government Public Art Fund, the Great Barrier Reef Marine Park Authority, Regional Theatre and Regional Writing projects and the Cairns Indigenous Arts Fair.
56. An increase in other expenses primarily due to building owner insurance transferred from the Corporate Administration Agency as part of the new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct.
57. An increase in loans and advances redeemed due to repayments on loans raised on behalf of Screen Queensland Pty Ltd.
58. A decrease in payments for property, plant and equipment and intangibles due to the completion of the Cultural Centre Auditorium projects (*The Edge* and maintenance work) in 2009-10.
59. A decrease in equity injections due to a one-off contribution for Cultural Centre Auditorium projects (*The Edge* and maintenance work) in 2009-10.
60. An increase in borrowing redemptions due to repayments on loans raised on behalf of Screen Queensland Pty Ltd.

## Administered income statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

61. A decrease in other revenues reflecting the cessation of the Brisbane City Council contribution towards South Bank Parklands maintenance.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

62. A decrease in administered item revenue primarily due to the cessation of funding to South Bank Corporation for the expansion of the Brisbane Convention and Exhibition Centre and the transfer of funding to service revenue to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. This is partially offset by additional funding provided to the Queensland Art Gallery for the Major Exhibition program, Queensland Events Corporation Pty Ltd for Major Event Securement and the Business Events Tourism initiative, and Enterprise Bargaining arrangements. In addition, funding was carried forward to 2009-10 for Ministerial Offices and Office of the Leader of the Opposition.
63. A decrease in other revenues reflecting the cessation of the Brisbane City Council contribution towards South Bank Parklands maintenance.
64. An increase in supplies and services primarily due to the return of funding deferred in 2009-10 to support the Ministerial Offices and Office of the Leader of the Opposition.
65. A decrease in grants and subsidies primarily due to the cessation of payment to South Bank Corporation for the expansion of the Brisbane Convention and Exhibition Centre and the transfer of funding to service revenue to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. This is partially offset by additional funding provided to the Queensland Art Gallery for the Major Exhibitions program, Queensland Events Corporation Pty Ltd for Major Event Securement and the Business Events Tourism initiative, and Enterprise Bargaining arrangements.
66. An increase in other expenses primarily due to additional funding for Enterprise Bargaining arrangements for Ministerial Offices and Office of the Leader of the Opposition.

## Administered balance sheet

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

67. An increase in current receivables reflecting annual leave receivable from the Annual Leave Central Scheme at year end.
68. A decrease in non-current payables due to movements in the severance provisions for Ministerial Offices and Office of the Leader of the Opposition.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

69. An increase in current receivables reflecting annual leave receivable from the Annual Leave Central Scheme at year end.
70. A decrease in non-current receivables due to principal repayment receipts on loans in relation to the Revolving Film Finance Fund.
71. A decrease in non-current payables due to movements in the severance provisions for Ministerial Offices and Office of the Leader of the Opposition.
72. A decrease in non-current interest-bearing liabilities due to principal repayments on loans in relation to the Revolving Film Finance Fund.

## Administered cash flow statement

Major variations between 2009-10 Adjusted Budget and 2009-10 Estimated actual include:

73. A decrease in grants and other contributions inflows reflecting the cessation of the Brisbane City Council contribution towards South Bank Parklands maintenance.
74. A decrease in transfers to Government outflows reflecting the cessation of the Brisbane City Council contribution towards South Bank Parklands maintenance.
75. An increase in supplies and services outflows reflecting movements in accrued expenditure for Ministerial Offices and Office of the Leader of the Opposition.

76. A decrease in other outflows reflecting movements in accrued expenditure for Ministerial Offices and Office of the Leader of the Opposition.

Major variations between 2009-10 Adjusted Budget and 2010-11 Estimate include:

77. A decrease in administered item receipts primarily due to the cessation of receipts for South Bank Corporation for the expansion of the Brisbane Convention and Exhibition Centre and the transfer of funding to service receipts to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. This is partially offset by additional receipts provided to the Queensland Art Gallery for the Major Exhibitions program, Queensland Events Corporation Pty Ltd for Major Event Securement and Business Events Tourism initiative receipts, and Enterprise Bargaining arrangements. In addition, administered item receipts were carried forward to 2009-10 for Ministerial Offices and Office of the Leader of the Opposition.
78. A decrease in grants and other contributions inflows reflecting the cessation of the Brisbane City Council contribution towards South Bank Parklands maintenance.
79. A decrease in transfers to Government outflows reflecting the cessation of the Brisbane City Council contribution towards South Bank Parklands maintenance.
80. A decrease in grants and subsidies outflows primarily due to the cessation of payments to South Bank Corporation for the expansion of the Brisbane Convention and Exhibition Centre and the transfer of payments to service receipts to implement a new facilities management governance model which enables Arts Queensland to directly administer the facilities management of the Cultural Precinct. This is partially offset by additional payments provided to the Queensland Art Gallery for the Major Exhibitions program, Queensland Events Corporation Pty Ltd for Major Event Securement and Business Events Tourism Initiative payments, and Enterprise Bargaining arrangements.
81. An increase in supplies and services outflows reflecting movements in accrued expenditure for Ministerial Offices and Office of the Leader of the Opposition.
82. An increase in other outflows primarily due to additional payments for Enterprise Bargaining arrangements for Ministerial Offices and Office of the Leader of the Opposition.

# Shared Service Provider

## Corporate Administration Agency

### OVERVIEW

The Corporate Administration Agency (CAA) has been operating as a shared service provider since 1 July 1997. The agency delivers high quality, value adding and cost effective corporate services across the Government.

The suite of services offered by the CAA consists of: human resource (HR) management including HR consultancy, payroll and recruitment; financial management including financial consultancy, procurement and financial transaction services; and information management including information technology, business systems and document and records management. The CAA cooperative business model focuses on delivering a diverse range of corporate services to arts and other statutory bodies and smaller Government agencies.

A key factor impacting on the agency is the transition of the facilities management function to the Arts Queensland organisational structure. The transition refocuses the CAA on the delivery of corporate services. Other factors impacting on the agency include advancing the cooperative business model across a diverse range of client needs whilst maintaining reasonable cost structures.

The CAA's strategic imperative builds upon its foundation values of client focus, integrity, innovation and people, to meet the demands of public sector agencies.

### REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

### Recent achievements

The CAA:

- worked with Arts Queensland to transition the facilities management function from CAA
- continued to provide a diverse range of corporate services to 24 client organisations including the Queensland Art Gallery, Queensland Museum, State Library of Queensland, Energy Ombudsman Queensland and Water Secure
- developed an innovation agenda designed to provide opportunities for clients to improve business processes across a range of corporate services

- developed a Client Satisfaction Framework to enhance service standards and performance
- developed a new Financial Management Practices Manual in line with the *Financial Accountability Act 2009*.

### **Future developments**

The CAA will:

- implement the *CAA Information and Communication Technology Strategic Plan* which provides the framework to guide decision making on the deployment and utilisation of information management resources
- continue to promote and roll out Tower Records Information Management electronic Document and Records Management System business solution across the client base
- analyse CAA succession planning strategy to ensure capability and capacity of workforce to deliver cost effective and innovative services.

## STATEMENTS

### STAFFING<sup>1</sup>

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2	119	85	85

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The change in FTEs from the 2009-10 Budget to 2009-10 Estimated actual is due to the transfer of responsibility for facilities management operations from the Corporate Administration Agency to Arts Queensland.

### PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
\$ SSP operating surplus /(deficit)		..	..	..
% Labour costs as % of total expenses	1	25%	35%	71%

Notes:

1. A large portion of the CAA total expenses is directed to the provision of building services and facilities management of the Cultural Centre. This is reflected in the percentages for 2009-10. From 2010-11, the expenses relating to the facilities services have been transferred to Arts Queensland, thereby significantly altering the percentage for labour costs.

## INCOME STATEMENT

Corporate Administration Agency	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>Income</b>				
User charges	1,6	28,377	23,023	11,379
Grants and other contributions	2,7	5,333	4,045	183
Other revenue		11	11	11
Gains on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total income</b>		<b>33,721</b>	<b>27,079</b>	<b>11,573</b>
<b>Expenses</b>				
Employee expenses	3,8	9,015	9,577	8,167
Supplies and services	4,9	23,819	17,032	3,024
Grants and subsidies		..	..	..
Depreciation and amortisation		372	357	312
Finance/borrowing costs		20	20	15
Other expenses	5,10	495	93	55
Losses on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total expenses</b>		<b>33,721</b>	<b>27,079</b>	<b>11,573</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>		<b>..</b>	<b>..</b>	<b>..</b>

## STATEMENT OF CHANGES IN EQUITY

Corporate Administration Agency	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 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		..	..	..
<b>Net income recognised directly in equity</b>		<b>..</b>	<b>..</b>	<b>..</b>
Surplus/(deficit) for the period		..	..	..
<b>Total recognised income and expense for the period</b>		<b>..</b>	<b>..</b>	<b>..</b>
Equity injection/(withdrawal)		..	..	..
Equity adjustments (MoG transfers)		..	..	..
<b>Total movement in equity for period</b>		<b>..</b>	<b>..</b>	<b>..</b>



## BALANCE SHEET

Corporate Administration Agency	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CURRENT ASSETS</b>				
Cash assets		2,499	2,089	2,210
Receivables	11,13	2,902	2,527	2,527
Other financial assets		..	..	..
Inventories		36	34	34
Other		293	392	392
Non-financial assets held for sale		..	..	..
<b>Total current assets</b>		<b>5,730</b>	<b>5,042</b>	<b>5,163</b>
<b>NON-CURRENT ASSETS</b>				
Receivables		..	..	..
Other financial assets		..	..	..
Property, plant and equipment		1,582	1,491	1,421
Intangibles		346	468	326
Other		..	..	..
<b>Total non-current assets</b>		<b>1,928</b>	<b>1,959</b>	<b>1,747</b>
<b>TOTAL ASSETS</b>		<b>7,658</b>	<b>7,001</b>	<b>6,910</b>
<b>CURRENT LIABILITIES</b>				
Payables	12,14	3,293	2,503	2,503
Accrued employee benefits		183	264	264
Interest-bearing liabilities and derivatives		101	91	..
Provisions		..	..	..
Other		..	..	..
<b>Total current liabilities</b>		<b>3,577</b>	<b>2,858</b>	<b>2,767</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables		..	..	..
Accrued employee benefits		..	..	..
Interest-bearing liabilities and derivatives		(10)	..	..
Provisions		..	..	..
Other		..	..	..
<b>Total non-current liabilities</b>		<b>(10)</b>	<b>..</b>	<b>..</b>
<b>TOTAL LIABILITIES</b>		<b>3,567</b>	<b>2,858</b>	<b>2,767</b>
<b>NET ASSETS/(LIABILITIES)</b>		<b>4,091</b>	<b>4,143</b>	<b>4,143</b>
<b>EQUITY</b>				
Capital/contributed equity		786	786	786
Retained surplus/(accumulated deficit)		3,305	3,357	3,357
Reserves:				
- Asset revaluation reserve		..	..	..
- Other		..	..	..
<b>TOTAL EQUITY</b>		<b>4,091</b>	<b>4,143</b>	<b>4,143</b>

## CASH FLOW STATEMENT

Corporate Administration Agency	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Inflows:</b>				
User charges	15,20	28,377	23,023	11,379
Grants and other contributions	16,21	5,333	4,045	183
Other		11	11	11
<b>Outflows:</b>				
Employee costs	17,22	(9,015)	(9,577)	(8,167)
Supplies and services	18,23	(23,819)	(17,032)	(3,024)
Grants and subsidies		..	..	..
Borrowing costs		(20)	(20)	(15)
Other	19,24	(495)	(93)	(55)
<b>Net cash provided by/ (used in) operating activities</b>		<b>372</b>	<b>357</b>	<b>312</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Inflows:</b>				
Sales of property, plant and equipment		..	..	..
Investments redeemed		..	..	..
Loans and advances redeemed		..	..	..
<b>Outflows:</b>				
Payments for property, plant and equipment and intangibles		(100)	(100)	(100)
Payments for investments		..	..	..
Loans and advances made		..	..	..
<b>Net cash provided by/(used in) investing activities</b>		<b>(100)</b>	<b>(100)</b>	<b>(100)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Inflows:</b>				
Borrowings		..	..	..
Equity injections		..	..	..
<b>Outflows:</b>				
Borrowing redemptions		(100)	(100)	(91)
Finance lease payments		..	..	..
Equity withdrawals		..	..	..
<b>Net cash provided by/(used in) financing activities</b>		<b>(100)</b>	<b>(100)</b>	<b>(91)</b>
<b>Net increase/(decrease) in cash held</b>		<b>172</b>	<b>157</b>	<b>121</b>
<b>Cash at the beginning of financial year</b>		<b>2,327</b>	<b>1,932</b>	<b>2,089</b>
Cash transfers from restructure		..	..	..
<b>Cash at the end of financial year</b>		<b>2,499</b>	<b>2,089</b>	<b>2,210</b>

## EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

### Income statement

Major variations between 2009-10 Budget and 2009-10 Estimate actual include:

1. A decrease in user charges primarily due to the responsibility for facility management of the Cultural Precinct being transferred to Arts Queensland during the year.
2. A decrease in grants and other contributions primarily due to funding provided for maintenance contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.
3. An increase in employee expenses primarily due to the Voluntary Early Retirement packages taken up as part of the whole-of-Government departmental mergers in late 2009. This increase has been partly offset by staff associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.
4. A decrease in supplies and services primarily due to management contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.
5. A decrease in other expenses primarily due to building owner insurance associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

6. A decrease in user charges primarily due to the responsibility for facilities management of the Cultural Precinct being transferred to Arts Queensland.
7. A decrease in grants and other contributions primarily due to funding provided for maintenance contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.
8. A decrease in employee expenses primarily due to staff associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.
9. A decrease in supplies and services primarily due to management contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.
10. A decrease in other expenses primarily due to building owner insurance associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.

### Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimate actual include:

11. A decrease in receivables primarily due to fluctuations in accrued revenue between years.
12. A decrease in payables primarily due to fluctuations in accrued expenditure between years.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

13. A decrease in receivables primarily due to fluctuations in accrued revenue between years.
14. A decrease in payables primarily due to fluctuations in accrued expenditure between years.

### Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimate actual include:

15. A decrease in user charges primarily due to the responsibility for facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.
16. A decrease in grants and other contributions primarily due to funding provided for maintenance contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.
17. An increase in employee costs primarily due to the Voluntary Early Retirement packages taken up as part of the whole-of-Government departmental mergers in late 2009. This increase has been partly offset by staff associated with facility management of the Cultural Precinct being transferred to Arts Queensland during the year.
18. A decrease in supplies and services primarily due to management contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.
19. A decrease in other outflows primarily due to building owner insurance associated with facilities management of the Cultural Precinct being transferred to Arts Queensland during the year.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. A decrease in user charges primarily due to the responsibility for facilities management of the Cultural Precinct being transferred to Arts Queensland.
21. A decrease in grants and other contributions primarily due to funding provided for maintenance contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.
22. A decrease in employee costs primarily due to staff associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.
23. A decrease in supplies and services primarily due to management contracts associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.
24. A decrease in other outflows primarily due to building owner insurance associated with facilities management of the Cultural Precinct being transferred to Arts Queensland.

# Statutory Bodies

## Library Board of Queensland

### OVERVIEW

The State Library of Queensland is the primary custodian of Queensland's documentary heritage. It is a research and reference library and partners with local governments to provide library services for over 340 public libraries and Indigenous Knowledge Centres.

The State Library contributes to *Toward Q2: Tomorrow's Queensland* through the ambitions Smart – *Delivering world-class education and training* and Strong – *Creating a diverse economy powered by bright ideas*, by creatively engaging Queenslanders with information, knowledge and community and by working in partnership with public libraries and Indigenous Knowledge Centres 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.

### REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

### Recent achievements

During 2009-10 the State Library of Queensland:

- launched *The Edge* digital culture centre in partnership with Arts Queensland, as a physical and digital facility for young people to collaborate and explore their creativity and innovation, and experiment in design, art, technology and enterprise
- established Indigenous Knowledge Centres at Hammond Island, Palm Island and Woorabinda and delivered literacy, holiday and Information and Communication Technology (ICT) programs to remote Aboriginal and Torres Strait Islander communities
- developed community engagement skills in public libraries, through *Welcoming Places* training to improve engagement with Aboriginal and Torres Strait Islander communities; and distributing 2,400 *New Arrivals Family Reading Packs* for refugee and migrant families arriving in Queensland in 2010
- launched *A State of Writing* partnership to connect writers, readers and ideas, including the co-location of the Queensland Writers Centre within the State Library building
- implemented *Digitool*, new software to improve public access to digital collections and the functionality of the State Library website.

## Future developments

The State Library of Queensland's priorities for 2010-11 are to:

- establish two new Indigenous Knowledge Centres to bring library services and programs to remote Aboriginal and Torres Strait Islander communities for the first time
- develop and implement a new service model that builds on the strengths of the collection and integrates the library's services, collections, programs and partnerships with other institutions, to increase the library's reach and deepen the client experience
- develop the State Library as a centre for design knowledge in the Asia-Pacific
- activate *The Edge* with new creative initiatives focused on regional access, mobile applications, environmental sustainability, digital literacy and entrepreneurship
- continue to implement *Expanding Horizons: Positioning Queensland Public Libraries for the Future 2008-12*, including new learning, literacy and ICT skills programs
- review the State Library's service delivery model to public libraries and conduct the triennial review of the Public Library Grants methodology.

# STATEMENTS

## STAFFING<sup>1</sup>

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Administrative/Professional	1	270	270	270
Volunteers	2	160	160	160

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Number of volunteers regularly assisting.

## PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est. '000	2009-10 Est. actual '000	2010-11 Target/est. '000
<b>Items in the Collection</b>				
State reference and heritage collections	1	2,093	2,083	2,095
Physical items	1	2,016	2,005	2,010
Items digitised by the State Library		59	59	66
Online titles in statewide databases		18	19	19
Queensland public libraries lending collection (physical items)	1	510	499	490
<b>Additions to the Collection</b>				
State reference and heritage collections		42	42	42
Physical items		35	35	35
Items digitised by the State Library		7	7	7
Queensland public libraries lending collection (physical items)		31	31	32
<b>Visits</b>				
Onsite	2	1,500	1,377	1,350
Page requests to the website		14,200	15,000	17,000
<b>Usage of the Collection</b>				
State reference and heritage collections	3	1,172	1,430	1,500
Queensland public libraries lending collection		200	220	225
Participants in public programs	2	330	276	330
Client satisfaction with collections, services and public programs		95%	95%	95%
Percentage of complex reference inquiries fulfilled within timeframes set by client service standards		90%	92%	90%
Total borrowing from public libraries		40,000	40,732	40,500
Percentage of complex reference inquiries from regional Queensland		18%	20%	20%
Percentage of grants to regional Queensland		61%	61%	61%

Service standards	Notes	2009-10 Target/est. '000	2009-10 Est. actual '000	2010-11 Target/est. '000
Percentage of Indigenous Councils with a library service	4	60%	66%	72%
<b>State contribution (\$'000)</b>		<b>51,886</b>	<b>51,381</b>	<b>52,394</b>
<b>Other revenue (\$'000)</b>		<b>3,647</b>	<b>5,269</b>	<b>3,757</b>
<b>Total cost (\$'000)</b>		<b>54,495</b>	<b>55,612</b>	<b>55,224</b>

Notes:

1. Variances between 2009-10 Targets and 2009-10 Est. actual, and lower 2010-11 Target/est., are due to rationalisation of holdings and do not reflect decreased acquisitions.
2. Variance from 2009-10 Target/est. is due to review and realignment of strategies aimed at sustainable long term audience development.
3. Variance between the 2009-10 Target/est. and the 2009-10 Est. actual is due to increased remote use of online collections, facilitated by improvement of technical systems.
4. Indigenous Knowledge Centres (IKCs) opened at Hammond Island, Palm Island and Woorabinda in 2009-10, bringing the total number of Aboriginal and Torres Strait communities with a library service to 23, including 20 IKCs and three Country Lending Service libraries. Two new IKCs are planned in 2010-11.

## INCOME STATEMENT

Library Board of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>Income</b>				
User charges	1	1,572	1,759	1,642
Grants and other contributions		53,339	53,838	53,628
Other revenue	2,5	622	1,053	881
Gains on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total income</b>		<b>55,533</b>	<b>56,650</b>	<b>56,151</b>
<b>Expenses</b>				
Employee expenses	6	22,212	22,561	23,528
Supplies and services	7	14,094	14,847	13,204
Grants and subsidies		17,538	17,168	17,546
Depreciation and amortisation	3,8	581	714	762
Finance/borrowing costs		..	..	..
Other expenses		70	154	154
Losses on sale/revaluation of property, plant and equipment and investments	4,9	..	168	30
<b>Total expenses</b>		<b>54,495</b>	<b>55,612</b>	<b>55,224</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>		<b>1,038</b>	<b>1,038</b>	<b>927</b>

## STATEMENT OF CHANGES IN EQUITY

Library Board of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments		..	..	..
Increase/(decrease) in asset revaluation reserve		2,108	1,750	2,227
Net amount of all revenue and expense adjustments direct to equity not disclosed above		..	..	..
<b>Net income recognised directly in equity</b>		<b>2,108</b>	<b>1,750</b>	<b>2,227</b>
Surplus/(deficit) for the period		1,038	1,038	927
<b>Total recognised income and expense for the period</b>		<b>3,146</b>	<b>2,788</b>	<b>3,154</b>
Equity injection/(withdrawal)		..	..	..
Equity adjustments (MoG transfers)		..	..	..
<b>Total movement in equity for period</b>		<b>3,146</b>	<b>2,788</b>	<b>3,154</b>



## BALANCE SHEET

Library Board of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CURRENT ASSETS</b>				
Cash assets	10	6,918	8,456	8,637
Receivables		1,231	1,271	1,452
Other financial assets		..	..	..
Inventories		140	140	140
Other		670	650	650
Non-financial assets held for sale		..	..	..
<b>Total current assets</b>		<b>8,959</b>	<b>10,517</b>	<b>10,879</b>
<b>NON-CURRENT ASSETS</b>				
Receivables		..	..	..
Other financial assets		..	..	..
Property, plant and equipment	13	89,124	90,339	93,323
Intangibles		269	631	439
Other		..	..	..
<b>Total non-current assets</b>		<b>89,393</b>	<b>90,970</b>	<b>93,762</b>
<b>TOTAL ASSETS</b>		<b>98,352</b>	<b>101,487</b>	<b>104,641</b>
<b>CURRENT LIABILITIES</b>				
Payables	11,14	889	1,176	1,176
Accrued employee benefits		1,361	1,204	1,204
Interest-bearing liabilities and derivatives		..	..	..
Provisions		..	..	..
Other		438	250	250
<b>Total current liabilities</b>		<b>2,688</b>	<b>2,630</b>	<b>2,630</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables		..	..	..
Accrued employee benefits		399	507	507
Interest-bearing liabilities and derivatives		..	..	..
Provisions		..	..	..
Other		..	..	..
<b>Total non-current liabilities</b>		<b>399</b>	<b>507</b>	<b>507</b>
<b>TOTAL LIABILITIES</b>		<b>3,087</b>	<b>3,137</b>	<b>3,137</b>
<b>NET ASSETS/(LIABILITIES)</b>		<b>95,265</b>	<b>98,350</b>	<b>101,504</b>
<b>EQUITY</b>				
Capital/contributed equity		1,465	1,465	1,465
Retained surplus/(accumulated deficit)	12, 15	50,064	52,089	53,016
Reserves:				
- Asset revaluation reserve	16	43,736	44,796	47,023
- Other		..	..	..
<b>TOTAL EQUITY</b>		<b>95,265</b>	<b>98,350</b>	<b>101,504</b>

## CASH FLOW STATEMENT

Library Board of Queensland	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Inflows:</b>				
User charges		1,965	1,394	2,065
Grants and other contributions		53,339	53,838	53,628
Other		1,393	1,848	1,622
<b>Outflows:</b>				
Employee costs	19	(22,212)	(22,934)	(23,528)
Supplies and services	17,20	(14,094)	(15,112)	(13,385)
Grants and subsidies		(17,538)	(17,168)	(17,546)
Borrowing costs		..	..	..
Other		(1,234)	(1,318)	(1,318)
<b>Net cash provided by/(used in) operating activities</b>		<b>1,619</b>	<b>548</b>	<b>1,538</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Inflows:</b>				
Sales of property, plant and equipment		..	..	..
Investments redeemed		..	..	..
Loans and advances redeemed		..	..	..
<b>Outflows:</b>				
Payments for property, plant and equipment and intangibles	18	(1,449)	(1,626)	(1,357)
Payments for investments		..	..	..
Loans and advances made		..	..	..
<b>Net cash provided by/(used in) investing activities</b>		<b>(1,449)</b>	<b>(1,626)</b>	<b>(1,357)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Inflows:</b>				
Borrowings		..	..	..
Equity injections		..	..	..
<b>Outflows:</b>				
Borrowing redemptions		(11)	..	..
Finance lease payments		..	..	..
Equity withdrawals		..	..	..
<b>Net cash provided by/(used in) financing activities</b>		<b>(11)</b>	<b>..</b>	<b>..</b>
<b>Net increase/(decrease) in cash held</b>		<b>159</b>	<b>(1,078)</b>	<b>181</b>
<b>Cash at the beginning of financial year</b>		<b>6,759</b>	<b>9,534</b>	<b>8,456</b>
Cash transfers from restructure		..	..	..
<b>Cash at the end of financial year</b>		<b>6,918</b>	<b>8,456</b>	<b>8,637</b>

## EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

### Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in user charges primarily due to higher than anticipated shop, ticket and other library service sales.
2. An increase in other revenue principally due to higher interest rates on invested funds and increased sundry revenues.
3. An increase in depreciation and amortisation principally relating to equipment purchased for *The Edge*.
4. An increase in losses on sale of property, plant and equipment due to the write-off and subsequent refurbishment of a leasehold improvement.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

5. An increase in other revenue primarily due to higher interest rates available in 2010-11.
6. An increase in employee expenses primarily due to the full year effect of increased staffing for *The Edge* and Enterprise Bargaining arrangements.
7. A decrease in supplies and services primarily due to efficiencies made to fund staffing for *The Edge* and reduced facilities management costs associated with the transfer of facilities funding to Arts Queensland.
8. An increase in depreciation and amortisation principally due to new equipment for *The Edge*.
9. An increase in losses on sale of property, plant and equipment due to the anticipated write-off of Information, Communication and Technology equipment.

### Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

10. An increase in cash assets reflecting the higher than anticipated 2008-09 surplus.
11. An increase in current payables due to fluctuations between years in accrued expenditure.
12. An increase in the retained surplus reflecting the higher than anticipated 2008-09 surplus.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

13. An increase in property, plant and equipment primarily due to planned collections purchases and donations as well as revaluations of existing collections.
14. An increase in current payables due to fluctuations between years in accrued expenditure.
15. An increase in the retained surplus reflecting the greater than anticipated 2008-09 surplus as well as the anticipated 2009-10 surplus.
16. An increase in the asset revaluation reserve due to the revaluation of collections assets.

### Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

17. An increase in supplies and services outflows principally due to costs associated with increased user charges and Commonwealth grant funded projects.
18. An increase in payments for property, plant and equipment and intangibles primarily due to purchases of furniture, fittings and Information, Communication and Technology equipment for *The Edge*.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

19. An increase in employee costs primarily due to the full year effect of increased staffing for *The Edge* and Enterprise Bargaining arrangements.
20. A decrease in supplies and services outflows primarily due to efficiencies made to fund staffing for *The Edge* and reduced facilities management costs associated with the transfer of facilities funding to Arts Queensland.

# Queensland Art Gallery

## OVERVIEW

The Queensland Art Gallery (QAG) is a two-site institution incorporating the Gallery of Modern Art (GoMA). It 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 the ambitions Strong – *Creating a diverse economy powered by bright ideas* and Fair – *Supporting safe and caring communities*.

QAG's strategic goals are to consolidate its institutional profile through targeted programming across its two sites; 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

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

## Recent achievements

In 2009-10, QAG:

- invested \$1.5 million to secure and deliver major exhibitions
- presented major international exhibitions exclusive to Queensland including *American Impressionism & Realism: A Landmark Exhibition from the Met* (30 May to 20 September 2009), which was attended by more than 104,000 people, and 25,000 children at the free Met for Kids activity, and *Hats: An Anthology by Stephen Jones* (27 March to 27 June 2010) from London's Victoria and Albert Museum
- presented the sixth exhibition in the Gallery's flagship contemporary art series *The Asia Pacific Triennial of Contemporary Art* (APT) (5 December 2009 to 5 April 2010). APT6 included major programs presented by the Children's Art Centre and Australian Cinémathèque and attracted more than 531,000 visitors
- developed and presented a range of diverse exhibitions including: *Paperskin: Barkcloth across the Pacific*, in collaboration with the Museum of New Zealand Te Papa Tongarewa and the Queensland Museum; *Tim Johnson: Painting Ideas*, in partnership with the Art Gallery of New South Wales; *Ron Mueck*, touring from the National Gallery of Victoria; *Nurreegoo: The Art and Life of Ron Hurley 1946–2002*; and *Unnerved: The New Zealand Project*

- celebrated Queensland's 150<sup>th</sup> anniversary with exhibitions *150 Years: Photography in Queensland from the Collection* and *Easton Pearson*.

## **Future developments**

QAG will:

- invest \$12.1 million over four years to secure and deliver major exhibitions
- present *Valentino, Retrospective: Past / Present / Future*. QAG will be the exclusive Australian venue for this major retrospective exhibition of the work of Italian couturier Valentino Garavani, touring from Les Arts Décoratifs, Paris
- develop and present *Twenty-first Century*, a major exhibition showcasing the Gallery's extensive holdings of recent contemporary art. This exhibition will be accompanied by a significant film program as well as children's interactives
- present further exhibitions of Australian artists, including Vida Lahey (1882-1968), Indigenous artist Joe Rootsey, and leading mid-career Queensland artist Scott Redford.

## STATEMENTS

### STAFFING<sup>1</sup>

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
	2	236	238	242

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. FTEs vary significantly across years depending on exhibition program.

### PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of exhibitions presented	1	24	30	28
Total attendance at Queensland Art Gallery and Gallery of Modern Art	2	1,100,000	1,200,000	1,100,000
Number of website user sessions	3	New measure	..	1,600,000
Audience satisfaction with exhibitions and programs	4	New measure	..	90%
Number of regional locations receiving travelling exhibitions, programs, education, interpretive and information services	5	30	47	35
<b>State contribution (\$'000)</b>		<b>29,031</b>	<b>28,191</b>	<b>31,310</b>
<b>Other revenue (\$'000)</b>		<b>3,860</b>	<b>10,334</b>	<b>10,043</b>
<b>Total cost (\$'000)</b>		<b>31,134</b>	<b>37,346</b>	<b>38,464</b>

Notes:

1. The definition of this service standard has been extended to include all exhibitions presented, regardless of type or location. The 2009–10 Est. actual includes 4 regional Queensland touring exhibitions.
2. The wording for this service standard has been amended to reflect the Gallery's status as a two-site institution.
3. This new service standard indicates the effectiveness of the Gallery's outreach through audience participation in online activities, programs and services.
4. This service standard indicates audience satisfaction with exhibitions and programs, regardless of type, and replaces discontinued measures of audience satisfaction.
5. This service standard refers to individual locations serviced within regional Queensland. The number of discrete regional programs and services provided is significantly higher. The Gallery also provided services to three interstate regional locations.

## INCOME STATEMENT

Queensland Art Gallery	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>Income</b>				
User charges	1,9	1,710	4,151	5,517
Grants and other contributions	2,10	29,881	31,774	34,016
Other revenue	3,11	1,300	600	820
Gains on sale/revaluation of property, plant and equipment and investments	4,12	..	2,000	1,000
<b>Total income</b>		<b>32,891</b>	<b>38,525</b>	<b>41,353</b>
<b>Expenses</b>				
Employee expenses	5,13	16,925	18,900	20,016
Supplies and services	6,14	13,645	17,509	17,808
Grants and subsidies		250	300	..
Depreciation and amortisation	7,15	243	500	500
Finance/borrowing costs		..	..	..
Other expenses	8,16	71	137	140
Losses on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total expenses</b>		<b>31,134</b>	<b>37,346</b>	<b>38,464</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>		<b>1,757</b>	<b>1,179</b>	<b>2,889</b>

## STATEMENT OF CHANGES IN EQUITY

Queensland Art Gallery	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments		..	..	..
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		..	..	..
<b>Net income recognised directly in equity</b>		<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
Surplus/(deficit) for the period		1,757	1,179	2,889
<b>Total recognised income and expense for the period</b>		<b>6,757</b>	<b>6,179</b>	<b>7,889</b>
Equity injection/(withdrawal)		..	..	..
Equity adjustments (MoG transfers)		..	..	..
<b>Total movement in equity for period</b>		<b>6,757</b>	<b>6,179</b>	<b>7,889</b>

## BALANCE SHEET

Queensland Art Gallery	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CURRENT ASSETS</b>				
Cash assets	17,22	11,762	2,680	2,769
Receivables		1,187	1,116	1,116
Other financial assets	18,23	1,717	4,000	3,000
Inventories		1,124	851	851
Other		798	444	444
Non-financial assets held for sale		53	..	..
<b>Total current assets</b>		<b>16,641</b>	<b>9,091</b>	<b>8,180</b>
<b>NON-CURRENT ASSETS</b>				
Receivables		..	..	..
Other financial assets		11,650	13,392	14,392
Property, plant and equipment	19,24	271,185	282,708	290,508
Intangibles		..	..	..
Other		..	..	..
<b>Total non-current assets</b>		<b>282,835</b>	<b>296,100</b>	<b>304,900</b>
<b>TOTAL ASSETS</b>		<b>299,476</b>	<b>305,191</b>	<b>313,080</b>
<b>CURRENT LIABILITIES</b>				
Payables	20,25	1,209	766	766
Accrued employee benefits		1,257	1,167	1,167
Interest-bearing liabilities and derivatives		..	..	..
Provisions		..	..	..
Other		..	..	..
<b>Total current liabilities</b>		<b>2,466</b>	<b>1,933</b>	<b>1,933</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables		..	..	..
Accrued employee benefits		758	1,090	1,090
Interest-bearing liabilities and derivatives		..	..	..
Provisions		..	..	..
Other		..	..	..
<b>Total non-current liabilities</b>		<b>758</b>	<b>1,090</b>	<b>1,090</b>
<b>TOTAL LIABILITIES</b>		<b>3,224</b>	<b>3,023</b>	<b>3,023</b>
<b>NET ASSETS/(LIABILITIES)</b>		<b>296,252</b>	<b>302,168</b>	<b>310,057</b>
<b>EQUITY</b>				
Capital/contributed equity		721	721	721
Retained surplus/(accumulated deficit)		151,686	150,291	153,180
Reserves:				
- Asset revaluation reserve	21,26	143,845	151,156	156,156
- Other		..	..	..
<b>TOTAL EQUITY</b>		<b>296,252</b>	<b>302,168</b>	<b>310,057</b>



## CASH FLOW STATEMENT

Queensland Art Gallery	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Inflows:</b>				
User charges	27,32	1,710	3,914	5,517
Grants and other contributions	28,33	29,881	30,774	33,016
Other		1,330	1,026	850
<b>Outflows:</b>				
Employee costs	29,34	(16,925)	(18,735)	(20,016)
Supplies and services	30,35	(13,675)	(17,289)	(17,838)
Grants and subsidies		(250)	(278)	..
Borrowing costs		..	..	..
Other		(71)	(137)	(140)
<b>Net cash provided by/(used in) operating activities</b>		<b>2,000</b>	<b>(725)</b>	<b>1,389</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Inflows:</b>				
Sales of property, plant and equipment		(10)	..	..
Investments redeemed	31,36	120	2,546	1,000
Loans and advances redeemed		..	..	..
<b>Outflows:</b>				
Payments for property, plant and equipment and intangibles		(2,300)	(2,900)	(2,300)
Payments for investments		..	..	..
Loans and advances made		..	..	..
<b>Net cash provided by/(used in) investing activities</b>		<b>(2,190)</b>	<b>(354)</b>	<b>(1,300)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Inflows:</b>				
Borrowings		..	..	..
Equity injections		..	..	..
<b>Outflows:</b>				
Borrowing redemptions		..	..	..
Finance lease payments		..	..	..
Equity withdrawals		..	..	..
<b>Net cash provided by/(used in) financing activities</b>		<b>..</b>	<b>..</b>	<b>..</b>
<b>Net increase/(decrease) in cash held</b>		<b>(190)</b>	<b>(1,079)</b>	<b>89</b>
<b>Cash at the beginning of financial year</b>		<b>11,952</b>	<b>3,759</b>	<b>2,680</b>
Cash transfers from restructure		..	..	..
<b>Cash at the end of financial year</b>		<b>11,762</b>	<b>2,680</b>	<b>2,769</b>

## EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

### Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in user charges primarily due to a change in accounting policy to more accurately reflect the treatment of exhibition admissions.
2. An increase in grants and other contributions primarily due to additional State funding for Major Exhibitions and additional donations and sponsorships. The increase has been partly offset by funding transferred to Arts Queensland for the provision of facilities management services.
3. A decrease in other revenue due to the reclassification of investment revenue to gains on sale/revaluation of property plant and equipment and investments.
4. An increase in gains on sale/revaluation of property plant and equipment and investments due to gains in managed investments and reclassifications from other revenue.
5. An increase in employee expenses primarily due to the expansion of the Gallery's exhibition program as a result of increased State contributions and sponsorships, as well as a change in accounting policy to more accurately reflect the treatment of exhibition admissions.
6. An increase in supplies and services primarily due to the expansion of the Gallery's exhibition program as a result of increased State contributions and sponsorships, as well as changes in accounting policy to more accurately reflect the treatment of exhibition admissions. The increase has been partly offset by the transfer of costs to Arts Queensland for the provision of facilities management services.
7. An increase in depreciation due to adjustments made to property plant and equipment to reflect actual balances.
8. An increase in other expenses primarily due to increases in audit fees and bank charges.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

9. An increase in user charges primarily due to higher admissions revenue as well as a change in accounting policy to more accurately reflect the treatment of exhibition admissions.
10. An increase in grants and other contributions primarily due to the additional State funding provided to secure and deliver Major Exhibitions and Enterprise Bargaining arrangements, as well as greater revenue from sponsorships and donations. This has been partly offset by funding transferred to Arts Queensland for the provision of facilities management services.
11. A decrease in other revenue due to the reclassification of revenue to gains on sale/revaluation of property, plant and equipment and investments.
12. An increase in gains on sale/revaluation of property, plant and equipment and investments due to anticipated gains in managed investments as well as reclassification of revenue from other revenue.
13. An increase in employee expenses primarily due to securing and delivering Major Exhibitions, Enterprise Bargaining arrangements, and the expansion of the Gallery's exhibition program as a result of higher sponsorships.
14. An increase in supplies and services primarily due to securing and delivering Major Exhibitions, the expansion of the Gallery's exhibition program as a result of higher sponsorships and contributions, as well as a change in accounting policy to more accurately reflect the treatment of exhibition admissions. The increase has been partly offset by the transfer of costs to Arts Queensland for the provision of facilities management services.
15. An increase in depreciation due to adjustments made to property plant and equipment to reflect actual balances.
16. An increase in other expenses primarily due to increases in audit fees and bank charges.

### Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

17. A decrease in cash assets due to an increase in fixed term investments and managed investments.
18. An increase in other financial assets due to an increase in fixed term investments.
19. An increase in property, plant and equipment due to an increase in the valuation of artwork.
20. A decrease in payables primarily due to fluctuations in accrued expenditure between years.
21. An increase in the asset revaluation reserve due to a higher than expected revaluation of artwork in 2008-09 and 2009-10.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

22. A decrease in cash assets due to an increase in fixed term investments and managed investments.
23. An increase in other financial assets due to an increase in fixed term investments.
24. An increase in property, plant and equipment primarily due to an increase in the valuation of artwork and expected art acquisitions in 2010-11.
25. A decrease in payables primarily due to fluctuations in accrued expenditure between years.
26. An increase in the asset revaluation reserve due to a higher than expected revaluation of artwork at the end of 2008-09 and 2009-10.

### Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

27. An increase in user charges primarily due to a change in accounting policy to more accurately reflect the treatment of exhibition admissions.
28. An increase in grants and other contributions primarily due to additional State funding for Major Exhibitions and additional donations and sponsorships. This has been partly offset by funding transferred to Arts Queensland for the provision of facilities management services.
29. An increase in employee costs primarily due to the expansion of the Gallery's exhibition program as a result of greater than expected State contributions and sponsorship, as well as a change in accounting policy to more accurately reflect the treatment of exhibition admissions.
30. An increase in supplies and services primarily due to the expansion of the Gallery's exhibition program as a result of greater than expected State contributions and sponsorships, as well as changes in accounting policy to more accurately reflect the treatment of exhibition admissions. The increase has been partly offset by the transfer of costs to Arts Queensland for the provision of facilities management services.

31. An increase in investments redeemed due to reduction in term deposits.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

32. An increase in user charges primarily due to higher admissions revenue as well as a change in accounting policy to more accurately reflect the treatment of exhibition admissions.
33. An increase in grants and other contributions primarily due the additional State funding provided to secure and deliver Major Exhibitions and Enterprise Bargaining arrangements, as well as greater revenue from sponsorships and donations. This has been partly offset by funding transferred to Arts Queensland for the provision of facilities management services.
34. An increase in employee costs primarily due to securing and delivering Major Exhibitions, Enterprise Bargaining arrangements, and the expansion of the Gallery's exhibition program as a result of higher sponsorships.
35. An increase in supplies and services primarily due to securing and delivering Major Exhibitions, the expansion of the Gallery's exhibition program as a result of higher sponsorships and contributions as well as a change in accounting policy to more accurately reflect the treatment of exhibition admissions. The increase has been partly offset by the transfer of costs to Arts Queensland for the provision of facilities management services.
36. An increase in investments redeemed due to reduction in term deposits.

# Queensland Events Corporation Pty Ltd

## OVERVIEW

Queensland Events Corporation Pty Ltd (Queensland Events) contributes to the Government's *Toward Q2: Tomorrow's Queensland* ambition of Strong – *Creating a diverse economy powered by bright ideas* through working with tourism industry stakeholders to leverage the Government's investment in major events as a means of targeting tourism markets domestically and internationally, and in regional events to highlight Queensland's cultural and geographical diversity, developing financial sustainability and to enhance regional communities. While participating in an intensely competitive industry, Queensland Events continues to seek opportunities to secure major one-off international events while maintaining a strong focus on developing both existing and new events.

## REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

## Recent achievements

During 2009-10, Queensland Events owned and operated the:

- third annual Asia Pacific Screen Awards which was attended by over 700 film industry professionals and a series of television programs called *Scene by Scene* aired through CNN international to 249 million hotels and households across 200 countries, and in Australia in December 2009 through ABC1
- Gold Coast Airport Marathon 2009 with a record participation of over 23,400 participants including 1,200 Japanese participants with a further 400 Japanese supporters and media representatives.

In addition, Queensland Events supported the:

- five day 2009 Gold Coast ITU Triathlon World Championships with over 5,000 elite and age group competitors of which 40% travelled from overseas, 3,000 official activities attendees and 60,000 spectators; now proclaimed the best ever championships; the Noosa Triathlon 2009, which sold over 9,000 competition places in a record time of four days and the Mooloolaba Triathlon 2010 which sold over 5,750 places and 1,500 places in the associated activities
- Australian PGA Championship 2009. A crowd of more than 48,500 and a national and international television audience watched a world class field compete for a prize pool of \$1.5 million in the most successful PGA Championships ever staged in Queensland

- partnering of Queensland Events and the Queensland Performing Arts Trust which resulted in securing the prestigious Paris Opera Ballet exclusive performance of *La Bayadère* to Brisbane in June and July 2009 and the partnering with the Queensland Art Gallery with *American Impressionism and Realism: A Landmark Exhibition from The Met*, which was an exclusive opportunity in Brisbane
- Brisbane International Tennis Tournament 2010. In excess of 82,000 spectators watched a world class playing field compete in front of a national television audience over five days
- Regional Development Program assisting 98 events in regional Queensland.

### **Future developments**

In 2010-11, Queensland Events will continue to:

- develop a diversified portfolio of event investments with a specific focus on non-sports events and leverage the greatest tourism benefits possible for the State in conjunction with major partners such as Tourism Queensland
- 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
- respond to the recommendations in the Williams' report *Events Review – Queensland* as far as they relate to Queensland Events' activities.

## STATEMENTS

### STAFFING<sup>1</sup>

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Major Events Securement and Support		10	10	8.75
Queensland Events Regional Development Program		2.75	2.75	2.75

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

### PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
<b>Service: Major Events Securement and Support</b>				
Number of Event Submissions Received and Assessed	1	70	72	70
Level of Satisfaction by Event Organisers with Support Provided		90%	90%	90%
<b>State contribution (\$'000)</b>		<b>11,530</b>	<b>14,030</b>	<b>14,230</b>
<b>Other revenue (\$'000)</b>		<b>300</b>	<b>300</b>	<b>300</b>
<b>Total cost (\$'000)</b>		<b>11,830</b>	<b>14,330</b>	<b>14,530</b>
<b>Service: Queensland Events Regional Development Program</b>				
Number of Event Applications Received and Assessed	1	140	147	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	23	20
<b>State contribution (\$'000)</b>		<b>2,400</b>	<b>2,400</b>	<b>2,400</b>
<b>Other revenue (\$'000)</b>		<b>..</b>	<b>..</b>	<b>..</b>
<b>Total cost (\$'000)</b>		<b>2,400</b>	<b>2,400</b>	<b>2,400</b>

Note:

1. Queensland Events 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	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>Income</b>				
User charges		..	..	..
Grants and other contributions	1,3	13,930	16,430	16,630
Other revenue		300	300	300
Gains on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total income</b>		<b>14,230</b>	<b>16,730</b>	<b>16,930</b>
<b>Expenses</b>				
Employee expenses		1,562	1,562	1,556
Supplies and services		869	869	856
Grants and subsidies	2,4	11,790	14,290	14,509
Depreciation and amortisation		9	9	9
Finance/borrowing costs		..	..	..
Other expenses		..	..	..
Losses on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total expenses</b>		<b>14,230</b>	<b>16,730</b>	<b>16,930</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>		<b>..</b>	<b>..</b>	<b>..</b>

## STATEMENT OF CHANGES IN EQUITY

Queensland Events Corporation Pty Ltd	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 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		..	..	..
<b>Net income recognised directly in equity</b>		<b>..</b>	<b>..</b>	<b>..</b>
Surplus/(deficit) for the period		..	..	..
<b>Total recognised income and expense for the period</b>		<b>..</b>	<b>..</b>	<b>..</b>
Equity injection/(withdrawal)		..	..	..
Equity adjustments (MoG transfers)		..	..	..
<b>Total movement in equity for period</b>		<b>..</b>	<b>..</b>	<b>..</b>

## BALANCE SHEET

Queensland Events Corporation Pty Ltd	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CURRENT ASSETS</b>				
Cash assets	5,10	4,985	5,318	5,318
Receivables	6,11	728	316	316
Other financial assets		..	..	..
Inventories		..	..	..
Other		..	..	..
Non-financial assets held for sale		..	..	..
<b>Total current assets</b>		<b>5,713</b>	<b>5,634</b>	<b>5,634</b>
<b>NON-CURRENT ASSETS</b>				
Receivables		..	..	..
Other financial assets		..	..	..
Property, plant and equipment	7,12	80	91	92
Intangibles		..	..	..
Other		..	..	..
<b>Total non-current assets</b>		<b>80</b>	<b>91</b>	<b>92</b>
<b>TOTAL ASSETS</b>		<b>5,793</b>	<b>5,725</b>	<b>5,726</b>
<b>CURRENT LIABILITIES</b>				
Payables	8,13	3,973	928	953
Employee benefits obligations		151	215	192
Interest-bearing liabilities and derivatives		..	..	..
Provisions		..	..	..
Other		..	..	..
<b>Total current liabilities</b>		<b>4,124</b>	<b>1,143</b>	<b>1,145</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables		..	..	..
Employee benefits obligations		245	306	305
Interest-bearing liabilities and derivatives		..	..	..
Provisions		..	..	..
Other		..	..	..
<b>Total non-current liabilities</b>		<b>245</b>	<b>306</b>	<b>305</b>
<b>TOTAL LIABILITIES</b>		<b>4,369</b>	<b>1,449</b>	<b>1,450</b>
<b>NET ASSETS/(LIABILITIES)</b>		<b>1,424</b>	<b>4,276</b>	<b>4,276</b>
<b>EQUITY</b>				
Capital/contributed equity		..	..	..
Retained surplus/(Accumulated deficit)	9,14	1,424	4,276	4,276
Reserves:				
- Asset revaluation reserve		..	..	..
- Other		..	..	..
<b>TOTAL EQUITY</b>		<b>1,424</b>	<b>4,276</b>	<b>4,276</b>



## CASH FLOW STATEMENT

Queensland Events Corporation Pty Ltd	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Inflows:</b>				
User charges		..	..	..
Grants and other contributions	15,17	13,930	16,430	16,630
Other		300	300	300
<b>Outflows:</b>				
Employee costs		(1,562)	(1,562)	(1,580)
Supplies and services		(867)	(867)	(831)
Grants and subsidies	16,18	(11,790)	(14,290)	(14,509)
Borrowing costs		..	..	..
Other		..	..	..
<b>Net cash provided by/(used in) operating activities</b>		<b>11</b>	<b>11</b>	<b>10</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Inflows:</b>				
Sales of property, plant and equipment		(1)	(1)	..
Investments redeemed		..	..	..
Loans and advances redeemed		..	..	..
<b>Outflows:</b>				
Payments for property, plant and equipment and intangibles		(10)	(10)	(10)
Payments for investments		..	..	..
Loans and advances made		..	..	..
<b>Net cash provided by/(used in) investing activities</b>		<b>(11)</b>	<b>(11)</b>	<b>(10)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Inflows:</b>				
Borrowings		..	..	..
Equity injections		..	..	..
<b>Outflows:</b>				
Borrowing redemptions		..	..	..
Finance lease payments		..	..	..
Equity withdrawals		..	..	..
<b>Net cash provided by/(used in) financing activities</b>		<b>..</b>	<b>..</b>	<b>..</b>
<b>Net increase/(decrease) in cash held</b>		<b>..</b>	<b>..</b>	<b>..</b>
<b>Cash at the beginning of financial year</b>		<b>4,985</b>	<b>5,318</b>	<b>5,318</b>
Cash transfers from restructure		..	..	..
<b>Cash at the end of financial year</b>		<b>4,985</b>	<b>5,318</b>	<b>5,318</b>

## EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

### Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in grants and other contributions revenue primarily due to additional funding provided for the Asia Pacific Screen Awards.
2. An increase in grants and subsidies primarily due to additional funding for the Asia Pacific Screen Awards.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

3. An increase in grants and other contributions revenue due to additional funding provided for the Asia Pacific Screen Awards, Major Events Securement and the Business Events Tourism initiative.
4. An increase in grants and subsidies due to additional funding provided for the Asia Pacific Screen Awards, Major Events Securement and the Business Events Tourism initiative.

### Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

5. An increase in cash assets reflecting timing differences in the payment of creditors.
6. A decrease in receivables due to timing differences in the receipt of funds from debtors.
7. An increase in property, plant and equipment reflecting purchases made during the year.
8. A decrease in payables due to timing differences in the payment of creditors.
9. An increase in retained surplus reflecting the timing of actual expenditure associated with the Asia Pacific Screen Awards in 2009.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

10. An increase in cash assets reflecting timing differences in the payment of creditors.
11. A decrease in receivables due to timing differences in the receipt of funds from debtors.
12. An increase in property, plant and equipment primarily due to purchases made during 2009-10.
13. A decrease in payables due to timing differences in the payment of creditors.
14. An increase in retained surplus reflecting the timing of expenditure associated with the Asia Pacific Screen Awards in 2009.

### Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

15. An increase in grants and other contributions inflows primarily due to additional receipts provided for the Asia Pacific Screen Awards.
16. An increase in grants and subsidies outflows relating to funding provided for the Asia Pacific Screen Awards.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

17. An increase in grants and other contributions inflows due to additional receipts associated with the Asia Pacific Screen Awards, Major Events Securement and the Business Events Tourism initiative.
18. An increase in grants and subsidies outflows relating to funding provided for the Asia Pacific Screen Awards, Major Events Securement and the Business Events Tourism initiative.

# Queensland Museum

## OVERVIEW

The mission of the Queensland Museum is to enrich the lives of people and their communities by fostering connections to Queensland's cultural and natural heritage. 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 access through public programs and skills training. With a State-wide network of public museums and services, the Queensland Museum's key focus is to ensure the care, preservation and accessibility of the State Collection for the future.

## REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

## Recent achievements

The Queensland Museum:

- developed and delivered exhibitions and public programs to more than 770,000 visitors
- delivered innovative new public programs including *I Dig Dinos* at Queensland Museum South Bank resulting in a 66% increase in visitor numbers, and *Creepy Crawlies Alive* at the Museum of Tropical Queensland resulting in a 62% increase in visitor numbers
- continued to deliver and grow participation in *Day Out With Thomas* at The Workshops Rail Museum and the *Have a Go Heritage Trade Festival* at Cobb+Co Museum
- attracted more than \$1.3 million in grant and partnership funding for strategic research collaborations including the *Census of Marine Life* survey of coral reef diversity, *Bush Blitz* terrestrial biodiversity survey, climate change and extinction studies, and *Queensland Historical Atlas*
- released new popular publications including *Wild Guide to the Scenic Rim*, *Heritage Guide to the Scenic Rim* and *Birds of Moreton Bay*; and new children's publications *Your Shipwreck Adventure* and *Amazing 3D Insects*
- improved public access to the collections database and museum shop through a redeveloped website
- launched a Collecting Queensland Festivals website in collaboration with 11 regional galleries and museums to stimulate contemporary collecting in regional Queensland.

## **Future developments**

The Queensland Museum will:

- open the redeveloped Cobb+Co Museum in September 2010, offering an international heritage trade training complex with heritage workspaces, new exhibition galleries, flexible learning spaces, commercial and retail areas and outdoor activity spaces
- work with Arts Queensland to develop a business case for redevelopment of the South Bank campus
- commence planning to celebrate the Museum's 150<sup>th</sup> anniversary in 2012
- initiate fundraising campaigns to support innovative exhibitions, public programs and infrastructure development
- invest in strategic storage upgrades across the museum including upgrading laboratory and storage facilities at the Hendra annexe.

# STATEMENTS

## STAFFING<sup>1</sup>

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Full-time equivalents		223	225	232
Volunteers		342	350	350

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

## PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of physical items added to the State Collection	1	New measure	..	15,800
Number of digital items added to the State Collection	1	New measure	..	6,500
Total physical campus visits	2	760,000	780,985	791,100
School children visiting campuses	2	81,200	75,300	76,200
Online visits	3	New measure	..	600,000
New displays (sq metres of exhibitions)	4	2,400	2,586	3,782
Lectures, public talks, workshops and outreach programs delivered	2,5	5,400	9,197	9,452
Number of research papers published	2,6	100	99	80
Number of Queensland Museum collection objects accessed for research, education, exhibition and cultural purposes	2,7	69,000	90,136	96,625
Participants in lectures, public talks, workshops and outreach programs	8	New measure	..	237,060
Number of popular research publications sold and distributed	9	New measure	..	13,000
Satisfaction of audiences with collection-based displays and activities in public galleries		96%	95%	95%
Percentage of the collection that is stored to a national benchmark standard	2	99%	92%	95.5%
Percentage of Local Government Authorities receiving Queensland Museum services	10	New measure	..	100%
<b>State contribution (\$'000)</b>		<b>20,730</b>	<b>19,462</b>	<b>20,279</b>
<b>Other revenue (\$'000)</b>	11	<b>12,240</b>	<b>10,648</b>	<b>7,721</b>
<b>Total cost (\$'000)</b>	12	<b>28,253</b>	<b>29,420</b>	<b>28,000</b>

Notes:

1. Previous measure is now reported separately as physical items and digital items to better reflect the growing digital collection.
2. Minor wording change to service standard to improve readability.
3. Measure relates to visits to the website rather than hits on a website page. This is more meaningful as a measure of the effectiveness of access to the Museum's services.
4. Increase in 2010-11 Target is due to redeveloped Cobb+Co Museum opening in September 2010.
5. Increase in 2009-10 Est. actual is due to inclusion of Regional Services outreach programs.
6. Target reflects an anticipated reduction in published Service standards for 2010-11 based on planned activities.
7. Increase in 2009-10 Est. actual is due to inclusion of all regional services loans accessed by communities.
8. New service standard included to describe level of participation in lectures, talks, workshops and outreach programs across the State.
9. New service standard reflects Queensland Museum's role in taking the State Collection to all Queenslanders through academic and popular publications.
10. New service standard included to describe the reach of the Queensland Museum services across the State.
11. The reduction in "Other revenue" from 2009-10 Target to 2009-10 Est. Actual reflects changes in facilities funding for Queensland Museum South Bank and revised capital funding for the redeveloped Cobb+Co Museum, Toowoomba.
12. The 2010-11 Target reflects the completion of the redeveloped Cobb+Co Museum, Toowoomba.

## INCOME STATEMENT

Queensland Museum	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>Income</b>				
User charges		4,695	4,748	4,795
Grants and other contributions	1,4	27,427	24,431	22,324
Other revenue		828	910	861
Gains on sale/revaluation of property, plant and equipment and investments		20	21	20
<b>Total income</b>		<b>32,970</b>	<b>30,110</b>	<b>28,000</b>
<b>Expenses</b>				
Employee expenses	2,5	16,491	17,271	17,639
Supplies and services	6	8,118	8,544	6,710
Grants and subsidies		14	14	14
Depreciation and amortisation	3	3,363	2,963	3,366
Finance/borrowing costs		..	..	..
Other expenses		267	267	271
Losses on sale/revaluation of property, plant and equipment and investments		..	361	..
<b>Total expenses</b>		<b>28,253</b>	<b>29,420</b>	<b>28,000</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>		<b>4,717</b>	<b>690</b>	<b>..</b>

## STATEMENT OF CHANGES IN EQUITY

Queensland Museum	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments		..	..	..
Increase/(decrease) in asset revaluation reserve		5,544	6,282	6,222
Net amount of all revenue and expense adjustments direct to equity not disclosed above		..	..	..
<b>Net income recognised directly in equity</b>		<b>5,544</b>	<b>6,282</b>	<b>6,222</b>
Surplus/(deficit) for the period		4,717	690	..
<b>Total recognised income and expense for the period</b>		<b>10,261</b>	<b>6,972</b>	<b>6,222</b>
Equity injection/(withdrawal)		(926)	(926)	(926)
Equity adjustments (MoG transfers)		..	..	..
<b>Total movement in equity for period</b>		<b>9,335</b>	<b>6,046</b>	<b>5,296</b>

## BALANCE SHEET

Queensland Museum	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CURRENT ASSETS</b>				
Cash assets	7	10,073	11,799	9,819
Receivables		598	521	521
Other financial assets		..	..	..
Inventories		477	567	567
Other		151	250	250
Non-financial assets held for sale		..	..	..
<b>Total current assets</b>		<b>11,299</b>	<b>13,137</b>	<b>11,157</b>
<b>NON-CURRENT ASSETS</b>				
Receivables		..	..	..
Other financial assets		..	..	..
Property, plant and equipment	11	458,932	461,252	468,713
Intangibles		1,020	1,143	976
Other		..	..	..
<b>Total non-current assets</b>		<b>459,952</b>	<b>462,395</b>	<b>469,689</b>
<b>TOTAL ASSETS</b>		<b>471,251</b>	<b>475,532</b>	<b>480,846</b>
<b>CURRENT LIABILITIES</b>				
Payables	8, 12	91	558	561
Accrued employee benefits		1,458	1,376	1,381
Interest-bearing liabilities and derivatives		..	..	..
Provisions		..	..	..
Other		700	..	..
<b>Total current liabilities</b>		<b>2,249</b>	<b>1,934</b>	<b>1,942</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables		..	..	..
Accrued employee benefits		252	316	326
Interest-bearing liabilities and derivatives		..	..	..
Provisions		..	..	..
Other		..	..	..
<b>Total non-current liabilities</b>		<b>252</b>	<b>316</b>	<b>326</b>
<b>TOTAL LIABILITIES</b>		<b>2,501</b>	<b>2,250</b>	<b>2,268</b>
<b>NET ASSETS/(LIABILITIES)</b>		<b>468,750</b>	<b>473,282</b>	<b>478,578</b>
<b>EQUITY</b>				
Capital/contributed equity		(2,307)	(2,307)	(3,233)
Retained surplus/(accumulated deficit)	9, 13	235,453	142,616	142,616
Reserves:				
- Asset revaluation reserve	10, 14	235,604	332,973	339,195
- Other		..	..	..
<b>TOTAL EQUITY</b>		<b>468,750</b>	<b>473,282</b>	<b>478,578</b>



## CASH FLOW STATEMENT

Queensland Museum	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Inflows:</b>				
User charges	15	4,722	3,965	4,795
Grants and other contributions	16, 18	26,270	24,431	22,324
Other		1,818	1,121	861
<b>Outflows:</b>				
Employee costs		(16,441)	(16,818)	(17,624)
Supplies and services	19	(8,420)	(8,305)	(6,707)
Grants and subsidies		(14)	(14)	(14)
Borrowing costs		..	..	..
Other		(965)	(696)	(271)
<b>Net cash provided by/(used in) operating activities</b>		<b>6,970</b>	<b>3,684</b>	<b>3,364</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Inflows:</b>				
Sales of property, plant and equipment		120	(340)	20
Investments redeemed		..	..	..
Loans and advances redeemed		..	..	..
<b>Outflows:</b>				
Payments for property, plant and equipment and intangibles	17, 20	(8,814)	(5,631)	(4,438)
Payments for investments		..	..	..
Loans and advances made		..	..	..
<b>Net cash provided by/(used in) investing activities</b>		<b>(8,694)</b>	<b>(5,971)</b>	<b>(4,418)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Inflows:</b>				
Borrowings		..	..	..
Equity injections		..	..	..
<b>Outflows:</b>				
Borrowing redemptions		..	..	..
Finance lease payments		..	..	..
Equity withdrawals		(926)	(926)	(926)
<b>Net cash provided by/(used in) financing activities</b>		<b>(926)</b>	<b>(926)</b>	<b>(926)</b>
<b>Net increase/(decrease) in cash held</b>		<b>(2,650)</b>	<b>(3,213)</b>	<b>(1,980)</b>
<b>Cash at the beginning of financial year</b>		<b>12,723</b>	<b>15,012</b>	<b>11,799</b>
Cash transfers from restructure		..	..	..
<b>Cash at the end of financial year</b>		<b>10,073</b>	<b>11,799</b>	<b>9,819</b>

## EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

### Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. A decrease in grants and other contributions reflecting funding transferred to Arts Queensland for the provision of facilities management services and revised capital funding for the redeveloped Cobb+Co Museum, Toowoomba.
2. An increase in employee expenses due to grant funded projects and increased public program activities.
3. A decrease in depreciation and amortisation reflecting the timing of the capital program.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

4. A decrease in grants and other contributions reflecting funding transferred to Arts Queensland for the provision of facilities management services and revised capital funding for Cobb+Co Museum, Toowoomba.
5. An increase in employee expenses due to new staffing positions for the redeveloped Cobb+Co Museum, Toowoomba and Enterprise Bargaining arrangements.
6. A decrease in supplies and services reflecting funding transferred to Arts Queensland for the provision of facilities management services.

### Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

7. An increase in cash assets resulting from delays in capital and building maintenance projects.
8. An increase in payables resulting from billing delays on capital projects.
9. A decrease in retained surplus due to the revised treatment of the increase in State Collection assets.
10. An increase in the asset revaluation reserve due to the revised treatment of the increase in State Collection assets.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

11. An increase in property, plant and equipment due to the commissioning of the redeveloped Cobb+Co Museum, Toowoomba and revaluation.
12. An increase in payables resulting from billing delays on capital projects.
13. A decrease in retained surplus due to the revised treatment of the increase in State Collection assets.
14. An increase in the asset revaluation reserve due to the revised treatment of the increase in State Collection assets.

### Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

15. A decrease in user charges inflows due to adjustments for deferred revenue previously allocated to grants and other contributions.
16. A decrease in grants and other contributions inflows due to completion of capital and maintenance projects and redevelopment of Cobb+Co Museum, Toowoomba and the transfer of funding to Arts Queensland for the provision of facilities management services.
17. A decrease in payments for property, plant and equipment and intangibles due to building maintenance previously reported as capital expenditure and delays in capital projects.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

18. A decrease in grants and other contributions inflows reflecting funding transferred to Arts Queensland for the provision of facilities management services and the redeveloped Cobb+Co Museum, Toowoomba.
19. A decrease in supplies and services outflows reflecting funding transferred to Arts Queensland for the provision of facilities management services.
20. A decrease in payments for property, plant and equipment and intangibles due to completion of capital projects and the redeveloped Cobb+Co Museum, Toowoomba.

# Queensland Performing Arts Trust

## OVERVIEW

The Queensland Performing Arts Trust manages the Queensland Performing Arts Centre (QPAC). QPAC's vision is to be Queensland's entertainment destination and the leading presenter of performing arts in the Asia Pacific. 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.

The key challenge for QPAC is growing and diversifying its activity and commercial income streams within a volatile industry in order to ensure its financial sustainability. 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.

## REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

## Recent achievements

The Queensland Performing Arts Centre:

- celebrated Queensland's 150<sup>th</sup> anniversary with two significant new commissions – *Rock Show* and *The School of Arts* and the Proclamation Day Concert – a large-scale outdoor contemporary music performance
- presented the 2010 *Out of the Box Festival* for under 8 year olds including the major new work, *On Air*, commissioned for the festival and presented by QPAC and Circa in association with the Sydney Theatre Company
- presented two sold out performances of the internationally acclaimed London Philharmonic Orchestra
- delivered 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.

## **Future developments**

The Queensland Performing Arts Centre will:

- co-present, with Queensland Events Corporation Pty Ltd, an Australian exclusive season of the Ballet Nacional de Cuba
- present two major international musicals: *Mamma Mia!* and *West Side Story*
- present the Queensland-wide *Playing It Together* chamber music project for secondary students.

# STATEMENTS

## STAFFING<sup>1</sup>

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Administrative/professional, artistic/production, and volunteer and casual		275	275	280

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

## PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Visitation	1	New measure	..	750,000
- Attendance at paid events		New measure	..	600,000
- Attendance at unpaid events		New measure	..	150,000
Presentations	2			
- Number of performances	3,4	900	1,070	920
- Number of seasons		New measure	..	220
Venue utilisation				
- Lyric Theatre		65%	69%	70%
- Concert Hall	5	70%	60%	70%
- Playhouse		90%	84%	90%
- Cremorne Theatre		75%	81%	75%
Level of audience satisfaction	6	New measure	..	90%
Level of hirer satisfaction	6	New measure	..	95%
Number of regional venues receiving QPAC programming	4	12	13	12
Number of programs hosted by regional venues	7	New measure	..	4
<b>State contribution (\$'000)</b>		<b>10,523</b>	<b>8,573</b>	<b>7,829</b>
<b>Other revenue (\$'000)</b>		<b>22,990</b>	<b>29,269</b>	<b>25,078</b>
<b>Total cost (\$'000)</b>		<b>33,513</b>	<b>37,842</b>	<b>32,907</b>

Notes:

1. Service standard replaces discontinued measure of Attendance. The discontinued measure only captured attendance at ticketed events. QPAC has a significant free/non-ticketed program which will be reflected in the new service standard.
2. The previous measure of Performances has been broadened to Presentations and includes number of performances and seasons.
3. The increase in 2009-10 Est. actual is due to the expanded number of performances in *Out of the Box Festival* program.
4. Wording of the service standard has been amended to improve readability.
5. The decrease in the 2009-10 Est. actual is due to reduction in international touring product.
6. The service standards replace discontinued measures regarding positive review. The new standards allow for clearer delineation between different stakeholder groups.
7. The new service standard provides an indication of QPAC's effectiveness in ensuring QPAC programming is accessible in regional Queensland.

## INCOME STATEMENT

Queensland Performing Arts Trust	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>Income</b>				
User charges	1,5	22,009	27,972	23,786
Grants and other contributions	2,6	10,523	8,828	7,829
Other revenue		981	1,042	1,292
Gains on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total income</b>		<b>33,513</b>	<b>37,842</b>	<b>32,907</b>
<b>Expenses</b>				
Employee expenses	3	16,564	17,239	16,420
Supplies and services	4	15,976	19,887	15,694
Grants and subsidies		..	..	..
Depreciation and amortisation		973	716	793
Finance/borrowing costs		..	..	..
Other expenses		..	..	..
Losses on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total expenses</b>		<b>33,513</b>	<b>37,842</b>	<b>32,907</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>		<b>..</b>	<b>..</b>	<b>..</b>

## STATEMENT OF CHANGES IN EQUITY

Queensland Performing Arts Trust	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments		..	..	..
Increase/(decrease) in asset revaluation reserve		64	64	97
Net amount of all revenue and expense adjustments direct to equity not disclosed above		(64)	(64)	(97)
<b>Net income recognised directly in equity</b>		<b>..</b>	<b>..</b>	<b>..</b>
Surplus/(deficit) for the period		..	..	..
<b>Total recognised income and expense for the period</b>		<b>..</b>	<b>..</b>	<b>..</b>
Equity injection/(withdrawal)		..	..	..
Equity adjustments (MoG transfers)		..	..	..
<b>Total movement in equity for period</b>		<b>..</b>	<b>..</b>	<b>..</b>

## BALANCE SHEET

Queensland Performing Arts Trust	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CURRENT ASSETS</b>				
Cash assets	7,12	7,197	5,827	5,948
Receivables	8,13	4,076	5,532	5,532
Other financial assets		..	..	..
Inventories		129	199	199
Other	9,14	24	885	728
Non-financial assets held for sale		..	..	..
<b>Total current assets</b>		<b>11,426</b>	<b>12,443</b>	<b>12,407</b>
<b>NON-CURRENT ASSETS</b>				
Receivables		..	..	..
Other financial assets		..	..	..
Property, plant and equipment		7,641	7,785	7,821
Intangibles		19	..	..
Other		..	..	..
<b>Total non-current assets</b>		<b>7,660</b>	<b>7,785</b>	<b>7,821</b>
<b>TOTAL ASSETS</b>		<b>19,086</b>	<b>20,228</b>	<b>20,228</b>
<b>CURRENT LIABILITIES</b>				
Payables	10,15	2,551	3,141	3,141
Accrued employee benefits		719	845	845
Interest-bearing liabilities and derivatives		..	..	..
Provisions		..	..	..
Other	11,16	304	726	726
<b>Total current liabilities</b>		<b>3,574</b>	<b>4,712</b>	<b>4,712</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables		..	..	..
Accrued employee benefits		..	..	..
Interest-bearing liabilities and derivatives		..	..	..
Provisions		..	..	..
Other		..	..	..
<b>Total non-current liabilities</b>		<b>..</b>	<b>..</b>	<b>..</b>
<b>TOTAL LIABILITIES</b>		<b>3,574</b>	<b>4,712</b>	<b>4,712</b>
<b>NET ASSETS/(LIABILITIES)</b>		<b>15,512</b>	<b>15,516</b>	<b>15,516</b>
<b>EQUITY</b>				
Capital/contributed equity		1,033	1,033	1,033
Retained surplus/(accumulated deficit)		3,654	3,769	3,672
Reserves:				
- Asset revaluation reserve		3,174	3,174	3,174
- Other	17	7,651	7,540	7,637
<b>TOTAL EQUITY</b>		<b>15,512</b>	<b>15,516</b>	<b>15,516</b>

## CASH FLOW STATEMENT

Queensland Performing Arts Trust	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Inflows:</b>				
User charges	18,23	22,009	28,257	23,786
Grants and other contributions	19,24	10,523	8,828	7,829
Other		981	1,326	1,292
<b>Outflows:</b>				
Employee costs	20	(16,564)	(17,239)	(16,420)
Supplies and services	21	(15,976)	(19,935)	(15,537)
Grants and subsidies		..	..	..
Borrowing costs		..	..	..
Other		..	(330)	..
<b>Net cash provided by/(used in) operating activities</b>		<b>973</b>	<b>907</b>	<b>950</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Inflows:</b>				
Sales of property, plant and equipment		..	..	(79)
Investments redeemed		..	..	..
Loans and advances redeemed		..	..	..
<b>Outflows:</b>				
Payments for property, plant and equipment and intangibles	22	(750)	(413)	(750)
Payments for investments		..	..	..
Loans and advances made		..	..	..
<b>Net cash provided by/(used in) investing activities</b>		<b>(750)</b>	<b>(413)</b>	<b>(829)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Inflows:</b>				
Borrowings		..	..	..
Equity injections		..	..	..
<b>Outflows:</b>				
Borrowing redemptions		..	..	..
Finance lease payments		..	..	..
Equity withdrawals		..	..	..
<b>Net cash provided by/(used in) financing activities</b>		<b>..</b>	<b>..</b>	<b>..</b>
<b>Net increase/(decrease) in cash held</b>		<b>223</b>	<b>494</b>	<b>121</b>
<b>Cash at the beginning of financial year</b>		<b>6,974</b>	<b>5,333</b>	<b>5,827</b>
Cash transfers from restructure		..	..	..
<b>Cash at the end of financial year</b>		<b>7,197</b>	<b>5,827</b>	<b>5,948</b>



## EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

### Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in user charges due to ticket sales for three additional major productions by the Queensland Performing Arts Centre.
2. A decrease in grants and other contributions reflecting funding transferred to Arts Queensland for the provision of facilities management services.
3. An increase in employee expenses due to three additional major productions by the Queensland Performing Arts Centre and Enterprise Bargaining arrangements.
4. An increase in supplies and services due to three additional major productions by the Queensland Performing Arts Centre.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

5. An increase in user charges due to a higher number of major commercial productions.
6. A decrease in grants and other contributions reflecting funding transferred to Arts Queensland for the provision of facilities management services and the transfer of the grant for the Out of the Box Festival from 2010-11 to 2009-10 to match expenditure on the festival in June 2010.

### Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

7. A decrease in cash assets reflecting lower opening balances in 2009-10 resulting from the recent redevelopment of the Queensland Performing Arts Centre at the end of 2008-09.
8. An increase in current receivables for events and timing of settlements from the Queensland Performing Arts Trust - Trust Fund.
9. An increase in other current assets due to investment in co-presentations of events to be performed in the following financial year.
10. An increase in current payables for returns to co-presenters from events to be performed in the following financial year.
11. An increase in other current liabilities reflecting unearned revenue on future projects and events.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

12. A decrease in cash assets reflecting lower opening balances in 2009-10 resulting from the recent redevelopment of the Queensland Performing Arts Centre at the end of 2008-09.
13. An increase in current receivables for events and timing of settlements from the Queensland Performing Arts Trust - Trust Fund.
14. An increase in other current assets due to investment in co-presentations of events to be performed in the following financial year.
15. An increase in current payables for returns to co-presenters from events to be performed in the following financial year.
16. An increase in other current liabilities reflecting unearned revenue on future projects and events.
17. Other reserves relate to the Building Development Reserve, Equipment Replacement Reserve, General Reserve and the Commercial Development Reserve.

### Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

18. An increase in user charges due to ticket sales for three additional major productions by the Queensland Performing Arts Centre.
19. A decrease in grants and other contributions inflows reflecting funding transferred to Arts Queensland for the provision of facilities management services.
20. An increase in employee costs due to three additional major productions by the Queensland Performing Arts Centre and Enterprise Bargaining arrangements.
21. An increase in supplies and services due to three additional major productions by the Queensland Performing Arts Centre.
22. A decrease in payments for property, plant and equipment due to restrictions imposed on capital expenditure following a substantial contribution to redevelopment costs in 2008-09.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

23. An increase in user charges due to a higher number of major commercial productions.
24. A decrease in grants and other contributions inflows reflecting funding transferred to Arts Queensland for the provision of facilities management services and the transfer of the grant for the Out of the Box Festival from 2010-11 to 2009-10 to match expenditure on the festival in June 2010.

# South Bank Corporation

## OVERVIEW

South Bank Corporation (the 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.

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 visitor destination.

The objectives 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.

The Corporation and the Brisbane Convention and Exhibition Centre (BCEC) combined employ 262 permanent staff and an average of 512 casual employees.

## REVIEW OF PERFORMANCE

The Government's Performance Management Framework is being progressively implemented. The Framework no longer uses the concepts of 'outputs' and 'performance measures' that were previously used in Service Delivery Statements. They are replaced with 'services' and 'service standards'. These terms are defined in the Budget Readers' Guide. Together, they begin to provide information about how efficiently and effectively agencies deliver services within their approved Budget.

All agencies reviewed their service structures and service standards as part of this transition year. Approved changes are included in this year's Service Delivery Statement. Results against measures that have been discontinued are included in Appendix A (Book 5 of the Service Delivery Statements) for this year only. A key aspect of improving performance information is reviewing performance data. As such, each year agencies will continue to review and improve their service standards to provide better information on the effectiveness and efficiency of their services.

## Recent achievements

During 2009–10, the precinct continued to host premier events, including several major festivals and sporting events as well as a variety of community activities. In addition:

- the Corporation successfully delivered Christmas Magnifique, the first event developed in cooperation with Little Stanley Street retailers, raising over \$3000 for the nominated charity: The Starlight Foundation. The street dining event received glowing feedback from the 800 diners and the retailers were on average 43% busier in comparison to all other Friday nights in December

- finalised and announced the designs for the Australian Broadcasting Corporation (ABC) and Boardwalk developments. The developments will deliver a number of significant benefits to the precinct
- the innovative, Queensland-designed Happy Haus display of a prefabricated home opened on the site of the delayed South Point development. A temporary community garden was also planted to demonstrate how people living in inner urban areas can grow their own produce
- the Corporation continued works on the Brisbane Convention and Exhibition Centre expansion on Grey Street. The proposed extension was welcomed for its potential to create 4,000 full-time equivalent jobs over the first 15 years of operation including the construction period

## **Future developments**

In 2010–11 the Corporation will continue:

- working with the ABC as they build their headquarters on the corner of Russell and Grey Streets South Bank
- the construction of the Boardwalk redevelopment project. This project will see an additional 70 metres of prime riverfront public space for precinct visitors to enjoy, and in part honours the Corporation's commitment to provide equivalent green space lost due to the ABC development. The new Boardwalk area is expected to be completed and open to the public in early 2011
- the construction of the Brisbane Convention and Exhibition Centre expansion which will activate Grey Street, will link the Centre with South Bank Parklands and enliven Grey Street with a mix of retail experiences as well as provide an additional 42% in event space with 18 additional meeting rooms, a large function room complete with an extensive terrace offering Central Business District and river views
- works on the Stormwater Harvesting project (SHARC). The Corporation secured Australian Government and State funding to complete the facility which will provide 77 mega litres per annum of recycled stormwater, or 89% of the South Bank Parklands' estimated irrigation demand as well as progressively supplementing water features and other public amenities when surplus is available. The finished plant will also include a state-of-the-art display area open to the public that will provide year-round educational opportunities for visitors to learn about urban stormwater harvesting and water conservation.

## STAFFING<sup>1</sup>

	Notes	2009-10 Budget	2009-10 Est. actual	2010-11 Estimate
Estimated combined FTEs of South Bank Corporation and the Brisbane Convention and Exhibition Centre		463	460	459

Notes:

1. Full-time equivalents (FTEs) as at 30 June.

## PERFORMANCE STATEMENT

Service standards	Notes	2009-10 Target/est.	2009-10 Est. actual	2010-11 Target/est.
Number of BCEC events per year		877	894	886
Lead sustainability practice in the dimensions of:				
Potable water consumption	1	New measure	40% reduction on base year	45% reduction on base year
Electrical energy consumption	1	New measure	6% reduction on base year	10% reduction on base year
Assess South Bank's visitor experience by:				
South Bank Visitor's rating their experience as being as 3 or more (based on scale of 1-5 (lowest to highest))		New measure	98%	98%
Number of repeat visits		New measure	66%	75%
Assess customer and stakeholder satisfaction by:				
Number of collaborative projects completed with partners		New measure	133 events 279 days	150 events 300 days
Number of collaborative projects completed with customers		New measure	66 events 226 days	85 events 250 days
Turnover percentage of tenancies		New measure	4%	1%
<b>State contribution (\$'000)</b>		<b>35,625</b>	<b>35,625</b>	<b>10,025</b>
<b>Other revenue (\$'000)</b>		<b>61,322</b>	<b>66,522</b>	<b>68,465</b>
<b>Total cost (\$'000)</b>		<b>70,435</b>	<b>77,052</b>	<b>78,345</b>

Notes:

1. Percentage reduction on the base year of 2005-06.

## INCOME STATEMENT

South Bank Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>Income</b>				
User charges	1,6	57,122	61,322	62,165
Grants and other contributions	7	35,625	35,625	13,325
Other revenue	2,8	2,200	3,200	1,000
Gains on sale/revaluation of property, plant and equipment and investments		2,000	2,000	2,000
<b>Total income</b>		<b>96,947</b>	<b>102,147</b>	<b>78,490</b>
<b>Expenses</b>				
Employee expenses	3,9	25,100	7,693	7,967
Supplies and services	4,10	29,490	50,514	53,628
Grants and subsidies	5	..	3,000	..
Depreciation and amortisation	11	14,120	14,120	15,000
Finance/borrowing costs		1,725	1,725	1,750
Other expenses		..	..	..
Losses on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total expenses</b>		<b>70,435</b>	<b>77,052</b>	<b>78,345</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>		<b>26,512</b>	<b>25,095</b>	<b>145</b>

## STATEMENT OF CHANGES IN EQUITY

South Bank Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 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		..	..	..
<b>Net income recognised directly in equity</b>		<b>..</b>	<b>..</b>	<b>..</b>
Surplus/(deficit) for the period		26,512	25,095	145
<b>Total recognised income and expense for the period</b>		<b>26,512</b>	<b>25,095</b>	<b>145</b>
Equity injection/(withdrawal)		..	..	..
Equity adjustments (MoG transfers)		..	..	..
<b>Total movement in equity for period</b>		<b>26,512</b>	<b>25,095</b>	<b>145</b>

## BALANCE SHEET

South Bank Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. act. \$'000	2010-11 Estimate \$'000
<b>CURRENT ASSETS</b>				
Cash assets	12,20	80,942	98,336	5,779
Receivables		2,772	2,749	2,749
Other financial assets		..	..	..
Inventories		364	326	326
Other		1,442	2,085	2,085
Non-financial assets held for sale		..	..	..
<b>Total current assets</b>		<b>85,520</b>	<b>103,496</b>	<b>10,939</b>
<b>NON-CURRENT ASSETS</b>				
Receivables		..	..	..
Other financial assets		..	..	..
Property, plant and equipment	13,21	619,121	571,499	660,792
Intangibles		..	..	..
Other		1,446	3,472	3,472
<b>Total non-current assets</b>		<b>620,567</b>	<b>574,971</b>	<b>664,264</b>
<b>TOTAL ASSETS</b>		<b>706,087</b>	<b>678,467</b>	<b>675,203</b>
<b>CURRENT LIABILITIES</b>				
Payables		9,667	7,414	7,505
Employee benefits obligations	14,22	2,297	..	..
Interest-bearing liabilities and derivatives		3,177	3,177	3,177
Provisions	15,23	..	345	345
Other	16	17,339	20,564	17,064
<b>Total current liabilities</b>		<b>32,480</b>	<b>31,500</b>	<b>28,091</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables	17,24	..	548	548
Employee benefits obligations	18,25	640	..	..
Interest-bearing liabilities and derivatives		25,185	28,667	28,667
Provisions	19,26	..	116	116
Other		..	..	..
<b>Total non-current liabilities</b>		<b>25,825</b>	<b>29,331</b>	<b>29,331</b>
<b>TOTAL LIABILITIES</b>		<b>58,305</b>	<b>60,831</b>	<b>57,422</b>
<b>NET ASSETS/(LIABILITIES)</b>		<b>647,782</b>	<b>617,636</b>	<b>617,781</b>
<b>EQUITY</b>				
Capital/contributed equity		291,624	291,624	291,624
Retained surplus/(Accumulated deficit)		41,292	30,254	30,399
Reserves:				
- Asset revaluation reserve		314,866	295,758	295,758
- Other		..	..	..
<b>TOTAL EQUITY</b>		<b>647,782</b>	<b>617,636</b>	<b>617,781</b>

## CASH FLOW STATEMENT

South Bank Corporation	Notes	2009-10 Budget \$'000	2009-10 Est. Act. \$'000	2010-11 Estimate \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Inflows:</b>				
User charges	27,34	65,622	73,822	62,665
Grants and other contributions	35	35,625	35,625	13,325
Other	28,36	6,200	7,200	5,000
<b>Outflows:</b>				
Employee costs	29,37	(25,100)	(8,513)	(7,967)
Supplies and services	30,38	(24,990)	(49,553)	(57,628)
Grants and subsidies	31	..	(3,000)	..
Borrowing costs		(1,725)	(1,725)	(1,750)
Other		(4,000)	(7,029)	(3,909)
<b>Net cash provided by/(used in) operating activities</b>		<b>51,632</b>	<b>46,827</b>	<b>9,736</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Inflows:</b>				
Sales of property, plant and equipment		..	..	..
Investments redeemed		..	..	..
Loans and advances redeemed		..	..	..
<b>Outflows:</b>				
Payments for property, plant and equipment and intangibles	32,39	(90,201)	(77,906)	(102,293)
Payments for investments		..	..	..
Loans and advances made		..	..	..
<b>Net cash provided by/(used in) investing activities</b>		<b>(90,201)</b>	<b>(77,906)</b>	<b>(102,293)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Inflows:</b>				
Borrowings		..	..	..
Equity injections		..	..	..
<b>Outflows:</b>				
Borrowing redemptions	33,40	(3,110)	..	..
Finance lease payments		..	..	..
Equity withdrawals		..	..	..
<b>Net cash provided by/(used in) financing activities</b>		<b>(3,110)</b>	<b>..</b>	<b>..</b>
<b>Net increase/(decrease) in cash held</b>		<b>(41,679)</b>	<b>(31,079)</b>	<b>(92,557)</b>
<b>Cash at the beginning of financial year</b>		<b>122,621</b>	<b>129,415</b>	<b>98,336</b>
Cash transfers from restructure		..	..	..
<b>Cash at the end of financial year</b>		<b>80,942</b>	<b>98,336</b>	<b>5,779</b>

## EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

### Income statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

1. An increase in user charges primarily due to better than anticipated economic conditions for almost all revenue streams.
2. An increase in other revenue due to additional interest earned on greater than anticipated cash assets held throughout the year due to the timing of commencement of the Brisbane Convention and Exhibition Centre expansion.
3. A decrease in employee expenses primarily due to a change in accounting policy to disclose contracted employees managing the Brisbane Convention and Exhibition Centre as a supplies and services expense rather than an employee expense.
4. An increase in supplies and services primarily due to a change in accounting policy to disclose contracted employees managing the Brisbane Convention and Exhibition Centre as a supplies and services expense rather than an employee expense.
5. An increase in grants and subsidies due to a contribution to Arts Queensland to assist with the co-location of the Queensland Symphony Orchestra with the Australian Broadcasting Corporation at South Bank.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

6. An increase in user charges primarily due to improving economic conditions for almost all revenue streams.
7. A decrease in grants and other contributions reflecting the planned reduction in state capital contributions for the Brisbane Convention and Exhibition Centre expansion which is planned for completion in 2010-11.
8. A decrease in other revenue primarily due to lower interest revenue anticipated on decreased cash balances in 2010-11 mainly due to the expansion of the Brisbane Convention and Exhibition Centre.
9. A decrease in employee expenses primarily due to a change in accounting policy which mandates that contracted employees managing the Brisbane Convention and Exhibition Centre be recorded as a supplies and services expense rather than an employee expense.
10. An increase in supplies and services primarily due to a change in accounting policy to disclose contracted employees managing the Brisbane Convention and Exhibition Centre as a supplies and services expense rather than an employee expense.
11. An increase in depreciation and amortisation due to the anticipated completion of the Storm Water Harvesting and Reuse Centre in 2010-11.

### Balance sheet

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

12. An increase in cash assets due to later than anticipated capital project construction payments for the Brisbane Convention and Exhibition Centre expansion.
13. A decrease in property, plant and equipment due to less work-in-progress recorded in relation to the expansion of the Brisbane Convention and Exhibition Centre.
14. A decrease in employee benefits obligations due to a change in accounting policy to disclose this liability as a payable.
15. An increase in current provisions as current permanent employee long service leave entitlements are now recorded as a provision at year end.
16. An increase in other current liabilities due to receipts for future development land sales being held as unearned income.
17. An increase in payables as non-current long service leave entitlements for contractors (Brisbane Convention and Exhibition Centre workers) are now recorded as a payable.
18. A decrease in employee benefits obligations as non-current long service leave entitlements for permanent employees are now recorded as a provision and contracted workers as a payable.
19. An increase in provisions as non-current long service leave entitlements for permanent employees are now recorded as a provision.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

20. A decrease in cash assets due to capital project construction payments being incurred throughout 2010-11 for the Brisbane Convention and Exhibition Centre expansion.
21. An increase in property, plant and equipment due to the Brisbane Convention and Exhibition Centre expansion, and construction of the Boardwalk redevelopment and the Storm Water Harvesting and Reuse Centre.
22. A decrease in employee benefits obligations due to a change in accounting policy to disclose this liability as a payable.
23. An increase in current provisions as current permanent employee long service leave entitlements are now recorded as a provision at year end.
24. An increase in payables as non-current long service leave entitlements for contractors (Brisbane Convention and Exhibition Centre workers) are now recorded as a payable.
25. A decrease in employee benefits obligations due to a change in accounting policy to disclose this liability as a payable.
26. An increase in provisions as non-current long service leave entitlements for permanent employees are now recorded as a provision.

### Cash flow statement

Major variations between 2009-10 Budget and 2009-10 Estimated actual include:

27. An increase in user charges primarily due to better than anticipated economic conditions for almost all revenue streams.
28. An increase in other revenue due to additional interest earned on greater than anticipated cash assets held throughout the year due to the timing of commencement of the Brisbane Convention and Exhibition Centre expansion.
29. A decrease in the employee costs primarily due to a change in accounting policy to disclose contracted employees managing the Brisbane Convention and Exhibition Centre as a supplies and services expense rather than an employee expense.
30. An increase in supplies and services primarily due to a change in accounting policy to disclose contracted employees managing the Brisbane Convention and Exhibition Centre as a supplies and services expense rather than an employee expense.



31. An increase in grants and subsidies due to a contribution to Arts Queensland to assist with the co-location of the Queensland Symphony Orchestra with the Australian Broadcasting Corporation at South Bank.
32. A decrease in payments for property, plant and equipment and intangibles primarily due to lower than anticipated purchases associated with the Brisbane Convention and Exhibition Centre.
33. A decrease in borrowing redemptions due to a change in the loan repayment schedule.

Major variations between 2009-10 Budget and 2010-11 Estimate include:

34. A decrease in user charges primarily due to the receipt of land sales prepayments in prior years.
35. A decrease in grants and other contributions reflecting the planned reduction in state capital contributions for the Brisbane Convention and Exhibition Centre expansion which is planned to be completed in 2010-11.
36. A decrease in other revenue primarily due to lower interest anticipated on decreased cash balances in 2010-11 due to expenditure on the Brisbane Convention and Exhibition Centre expansion.
37. A decrease in the employee costs primarily due to a change in accounting policy which mandates that contracted employees managing the Brisbane Convention and Exhibition Centre be recorded as a supplies and services expense rather than an employee expense.
38. An increase in supplies and services primarily due to a change in accounting policy which mandates that contracted employees managing the Brisbane Convention and Exhibition Centre be recorded as a supplies and services expense rather than an employee expense.
39. An increase in payments for property, plant and equipment and intangibles primarily due to the additional capital purchases for the Brisbane Convention and Exhibition Centre expansion, the Boardwalk redevelopment and the Storm Water Harvesting and Reuse Centre.
40. A decrease in borrowing redemptions due to a change in the loan repayment schedule.