

PART 6

Minister for Education and Training and Minister for the Arts

Summary of Portfolio Budgets

Page	Agency	2007-08 Adjusted Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
2-2	Department of Education, Training and the Arts - controlled	6,027,861	6,068,408	6,327,398
	Department of Education, Training and the Arts - administered	1,814,099	1,894,970	2,000,875
2-34	Corporate and Professional Services	93,147	108,267	127,876
2-40	Corporate Administration Agency	31,979	30,762	31,639
2-46	Queensland Studies Authority	35,763	36,636	35,459
2-53	Australian Agricultural College Corporation	24,694	25,694	26,480
2-59	Southbank Institute of Technology	30,643	30,643	117,913
2-65	Library Board of Queensland	49,172	48,781	52,686
2-71	Queensland Art Gallery	25,959	27,697	34,501
2-78	Queensland Museum	25,571	28,378	28,688
2-84	Queensland Performing Arts Trust	26,853	30,762	26,464

Notes:

1. Explanations of variances are provided in the financial statements section.
2. The financial statements reflect adjustments for Machinery of Government changes which took effect during 2007-08. Further detail of these adjustments is contained in the financial statements section.

Department of Education, Training and the Arts

Departmental Overview

Strategic Issues

The Department of Education, Training and the Arts' vision is for a clever, skilled and creative State, where Queenslanders have the knowledge, skills and creativity to enhance our society and economy.

The department offers all Queenslanders quality learning experiences, pathways to achieve recognised qualifications and the opportunity to be a part of a rich arts and cultural environment.

This department plays a central role in achieving the whole-of-Government outcomes of – *a strong diversified economy, a community of well-skilled and knowledgeable people and a fair, socially cohesive and culturally vibrant society.*

Strategic Direction

Queensland is currently in a period of strong economic growth. However, this opportunity brings with it social, economic, technological and environmental challenges.

The department is ideally positioned to engage Queenslanders in developing the skills and knowledge necessary to respond to these challenges in innovative and creative ways, further advancing Queensland's position as the *Smart State*.

The department is focused on innovative and integrated service delivery to its clients to deliver its strategic priorities, as follows:

- **Laying strong educational foundations:** The early and compulsory schooling years are critical to establishing and developing knowledge, skills, values and creative thinking. These are the foundations for lifelong learning and personal wellbeing.
- **Enhancing individual and economic opportunities:** The department offers smooth transitions and pathways between school, further learning and work which lead to richer life opportunities. By working together with industry and embracing the latest technologies, the department offers responsive and tailored learning through an increasingly seamless education, training, and higher education system.
- **Enriching lives and communities:** The department offers education and training programs which enrich individual lives and community wellbeing. The department also fosters individual and community participation in Queensland's arts and cultural life and celebrates the State's culture, heritage and artistic expression. By supporting revenue-generating strategies, the department is strengthening the arts sector's viability and sustainability, as well as its national and international reputation.

To deliver on these priorities, the department pursues productive relationships at global, national, state and local levels and brings together the capabilities and resources to create an agile and sustainable organisation.

To ensure Queenslanders build the knowledge, skills and creativity they need to meet the challenges of the future, the department will:

- develop a new strategic direction for the next decade of state schooling in consultation with school communities and stakeholders
- ensure the best start for Queenslanders through early childhood education that underpins long-term educational, social and economic aspirations
- foster stronger engagement with Indigenous people, families and communities to improve social and economic opportunities and outcomes
- continue the department's major focus on literacy through the implementation of the *Literacy Framework* for Queensland state schools, including training for teachers and teacher aides and the employment and training of regional literacy experts
- develop strategies to improve the educational performance and life outcomes of students at schools in Queensland's most complex and disadvantaged communities, including the *Believe Achieve Succeed* strategy and across agency strategies targeting training, intervention and quality educational engagement
- articulate the fundamental principles and values that enable students to be active and informed citizens in the twenty-first century through implementing a charter of values for state schools
- focus statewide on a key priority area each year, to engage students, teachers and their communities, using awareness campaigns, targeted professional development and focused curriculum activities
- improve sustainability and environmental innovation in Queensland state schools
- implement a 10-year plan to improve science, technology, engineering and mathematics education and skills
- deliver successful post-school training outcomes, particularly high-level skills and trade qualifications during the current period of high demand for skilled labour
- continue to give consideration to the appropriate governance model for the TAFE system as a whole, consistent with directions as outlined in the *Queensland Skills Plan*
- implement a strategy to address professional skills shortages in partnership with universities and industry, and put into operation an action plan to help improve Indigenous participation and outcomes
- foster a viable, diverse and high-quality arts and cultural sector and capitalise on, and fully realise the benefits of, the state's investment in arts and cultural infrastructure
- enable communities across Queensland to enjoy and participate in a rich and varied cultural life
- improve workforce capacity to better deliver core service priorities and key reforms
- increase the flexibility and usability of facilities through increased emphasis on sustainability, renewal, refurbishment and maintenance
- provide rich and safe eLearning spaces that enable learners and teachers to create borderless engagement and collaboration
- engage with the private sector through public-private partnerships to investigate school infrastructure in south-east Queensland
- maximise outcomes for our clients and Queensland through productive relationships with government, industry and community partners.

2008-09 Highlights

In 2008-09 the department will invest \$7.03 billion in recurrent funding in the education, training and arts sectors and a further \$833.8 million in infrastructure.

Laying strong educational foundations

- Invest \$89.6 million in 2008-09 to construct four new schools: one in outer northern Brisbane and three on the Gold Coast - two in Ormeau and one in Oxenford.
- Invest \$150 million as part of the \$850 million, five-year *State Schools of Tomorrow* initiative to deliver new and renewed facilities that support modern teaching methods to some of the older schools in the state.
- Invest \$125.1 million in school maintenance, which includes an injection through the *State Schools of Tomorrow* of \$61.6 million (with a total investment of over \$250 million over two years).
- Invest \$26.2 million to acquire, refurbish and maintain staff accommodation, which includes doubling the maintenance budget for teacher accommodation to more than \$10 million this year.
- Invest \$23 million to complete covered walkways of Prep facilities at state schools within South East Queensland.
- Employ up to an additional 321 full-time equivalent (FTE) staff, of which 270 are teachers and teacher aides, to meet enrolment growth in Queensland state schools, to support students with disabilities and other initiatives.
- Encourage all state schools to adopt the Queensland College of Teachers' *Continuing Professional Development* program.
- Implement the *Believe Achieve Succeed* strategy to improve educational and life outcomes of the state's most disadvantaged students through allocation of 10 full time equivalent staff to undertake a range of initiatives including a pilot of multi-disciplinary intervention teams in designated locations, and delivery of enhanced teacher induction and professional development.
- Invest \$18 million to further the *Literacy – the Key to Learning: Framework for Action 2006-2008* in state schools.
- Invest \$10 million as part of the second year of an additional \$35.6 million over four years, to provide up to 15 hours of intensive literacy support for upper primary students requiring extra assistance.
- Allocate \$3 million to begin development of phase two of the Queensland Curriculum Assessment and Reporting Framework and national literacy and numeracy assessment programs in Queensland schools as part of the four-year, \$12 million commitment.
- Develop regional plans, in consultation with Indigenous community members, to address issues specific to regional contexts and set targets to improve outcomes for Indigenous students in urban, rural and remote areas.
- Invest an additional \$24.4 million over two years in funding for the pre-Prep early learning program in 35 indigenous communities. This increases the total funding for the program in 2008-09 to \$20.7 million. The total investment over the next two years (2008-10) is \$40.7 million.
- Provide \$2.5 million in the second year of the \$10 million, four-year Indigenous Education Support Structures pilot to improve student achievement in five clusters of state schools and funding to non-state schools to support this initiative.
- Allocate \$10.9 million in the third year of the \$37.9 million, four-year commitment to support students with disabilities.

- Invest \$6.4 million in the second year of the \$30 million, four-year commitment to continue the transition to Australian Sign Language (Auslan) as the language of instruction for Deaf/hearing impaired students who use signed communication.
- Provide more than \$100 million in *Smart Classrooms* initiatives, to improve student, teacher and parent access to learning materials electronically anywhere, any time.
- Invest \$20 million in the second year of the four-year, \$70 million *Computers for Teachers* program to deliver a dedicated classroom computer and associated professional development to every permanent state school and TAFE institute teacher working two days or more a week.
- Invest an additional \$0.6 million in the remaining six months of the *Year of Physical Activity* to increase awareness of the link between physical activity and academic achievement and further engage educators in embedding physical activity across the curriculum.

Enhancing individual and economic opportunities

- Issue the new Queensland Certificate of Education (QCE) to Year 12 students for the first time in 2008, recognising the wider range of learning options offered to students in the senior years.
- Provide over \$47 million for professional development to enhance the capability of staff, including TAFE and school teachers.
- Provide \$1.5 million in the third year of the four-year, \$5.5 million commitment to support students (and their families) from the Torres Strait, Cape York and Palm Island while they study away from home at rural and urban secondary schools.
- Invest \$2.1 million in the second year of the \$6.2 million, three-year statewide initiative to increase the number of school-based apprenticeship and traineeship (SATs) commencements to 12,400 by December 2009.
- Continue to implement the Queensland Government's \$1 billion *Queensland Skills Plan* to help address skills shortages by investing:
 - \$14.9 million for 3,500 additional training places at Certificate IV or higher in 2008-09 to raise the qualification profile of Queensland's labour force, with a target of 14,000 additional places available by 2010;
 - \$6.6 million for a range of industry engagement models that promote industry leadership of skills formation and skilling solutions; and
 - \$17.1 million to create 4,250 additional trade training places in 2008-09 to help meet the target of 17,000 extra places available by 2010.
- Allocate \$186.5 million to develop the skills of apprentices and trainees and maximise their contribution to the Queensland economy.
- Invest \$54.7 million in flexible and modern training facilities for SkillsTech Australia, to continue construction of the Acacia Ridge campus and continue detailed planning and construction of specialist training centres in Townsville and Mackay.
- Invest \$12 million for the construction of the Gold Coast Institute of TAFE's Coomera Education Precinct for creative industries.
- Invest \$9.6 million in Queensland's small-to-medium arts sector to ensure a balance of diverse, strong organisations that are committed to engaging with all Queenslanders.
- Invest \$2.7 million as the second year of the \$10.7 million four-year *Backing Indigenous Arts* program that will support the economic, social and creative opportunities for Aboriginal and Torres Strait Islander artists in Far North Queensland.
- Implement the agreed Council of Australian Governments national initiatives across the Queensland education and training sectors, including initiatives around digital education;

trades training centres in schools; Asian languages and studies in schools; lifting secondary attainment rates and harmonising industry licensing with vocational education and training outcomes.

Enriching lives and communities

- Continue the \$34 million, 2007-09 program to improve disability access at the Queensland Performing Arts Centre (QPAC) and refurbish the Lyric Theatre, Concert Hall and public spaces at QPAC.
- Continue the \$7.9 million, two-year allocation to transform the Cultural Centre auditorium into a creative ideas and technology centre, *The Edge*, for young people aged 14 to 25.
- Provide \$4 million as part of the \$12 million announced in 2007-08 to implement the art+place public art program, creating innovative, animated public spaces.
- Invest an additional \$1.3 million per annum to ensure continued success of Queensland's signature festivals including the Queensland Music Festival, Brisbane Festival and Out of the Box Festival.
- Deliver \$1.14 million as Queensland's contribution under the second year of funding for the Visual Arts and Craft Strategy, a \$9.3 million, four-year partnership with the Australian Government.
- Invest \$118.4 million in the state's flagship cultural institutions, including the State Library of Queensland, Queensland Art Gallery, Queensland Museum, Pacific Film and Television Commission, Queensland Performing Arts Trust and Queensland Theatre Company.
- Implement initiatives to support the *National Education and Arts Statement*.

2007-08 Achievements

Education

- Finalised the 2002 to 2008, \$629.9 million *Education and Training Reforms for the Future* which included:
 - fully implemented the Prep year throughout the state;
 - reduced Years 4 to 10 class size targets from 30 to 28 students; and
 - expanded learning options for students in the Senior Phase and increased participation of 15-17 year olds in school-based apprenticeships and traineeships and other school based vocational education and training.
- Invested \$6.3 million in 2007-08 in resources and professional development, as part of the second year of the \$23.1 million, four-year program to improve the quality of pre-Prep education services in 35 Indigenous communities across the state.
- Continued the three-year, \$2.7 million Palm Island Senior Phase Options initiative to provide young people on Palm Island with a range of pathways not previously available to them, including certificate level vocational education and training opportunities.
- Continued the Transition Support Service for Indigenous students and families through a \$1.5 million investment, providing support personnel and professional development for staff to assist students prepare for their move and settle into their new school.
- Invested \$2.5 million to establish five cluster sites for the Indigenous Education Support Structures pilot and provide professional development support to team members to address student attendance, retention and completion rates, literacy and numeracy and leadership and provide funding to non-state schools.

- Invested \$23.2 million to further the *Literacy – the Key to Learning: Framework for Action 2006-2008* and the *Numeracy: Lifelong Confidence with Mathematics - Framework for Action 2007-2010* in state schools.
- Completed phase one of the Queensland Curriculum Assessment and Reporting (QCAR) framework which included the development and implementation of Essential Learnings, Standards and Reporting Guidelines. This brings the total investment for QCAR phase one to \$17.9 million from 2005-06 to 2007-08.
- Commenced an anaphylaxis pilot training program for more than 1,500 key state school staff in south-east Queensland.
- Established planning and consultation processes for pilot projects to modernise and renew school facilities across the state as part of the \$850 million *State Schools of Tomorrow* initiative.
- Opened the Queensland Academy for Health Sciences on the Gold Coast and relocated the Queensland Academy for Creative Industries to its new purpose-built facility at Kelvin Grove Urban Village.
- Completed the \$120 million Asbestos Roof Replacement Program significantly ahead of schedule, with project savings redirected to improving maintenance and water efficiency.
- Invested \$21.3 million in maintaining, upgrading and providing new teacher housing.
- Invested over \$11 million to build and deploy the first release of *OneSchool*TM to over 500 schools to modernise student and school information management.
- Invested over \$10 million in the *Computers for Teachers* program, to supply computers to permanent teachers to enhance teaching practices and student learning.
- Invested over \$5 million to standardise and centralise the computing infrastructure of over 700 schools.
- Invested over \$47 million in professional development for school and TAFE staff to enhance leadership, improve induction processes, and introduce new syllabuses.
- Commenced the phased, statewide implementation of the *Developing Performance Framework* to enhance the performance of staff in schools and work units.
- Awarded 132 scholarships in specialist teaching areas, including, special education, senior physics, Industrial Technology and Design, and Information Technology processing.

Training

- Advanced key initiatives of the \$1 billion *Queensland Skills Plan* launched in 2006 to create a flexible, modern and innovative vocational education and training system.
- Provided \$294 million in funding for TAFE institutes to support the delivery of priority training for Queensland's industries, communities and population groups at the state, regional and local levels.
- Allocated \$169.4 million to the *User Choice* Program to address apprenticeship and traineeship training needs in priority industry areas.
- Invested \$17.1 million to create 4,250 additional trades training places, bringing the total training places to more than 8,500 over two years.
- Commenced the first year of a four-year, \$11.8 million initiative to establish five School Industry Trade Centres to address skills shortages.
- Opened the Coomera Marine Training Precinct, part of the Gold Coast Institute of TAFE, which will enhance training partnerships with the marine construction industry.

- Provided \$35 million towards the development of SkillsTech Australia Acacia Ridge campus specialising in the delivery of building and construction, engineering, electrical and automotive training. This is part of a total investment of \$112 million over five years.
- Allocated \$1.1 million in matched funding with the Australian Government to implement the Joint Indigenous Funding Pool, to provide funding to improve vocational and technical education outcomes for Indigenous students.
- Designed and constructed stage one of the Southbank Education and Training Precinct Redevelopment project. The project was judged 'Best Global Project to Sign' at the Public Private Finance Awards in London.

Arts

- Allocated \$9.6 million in 2008 to the small-to-medium arts sector under the new s2m Program, including funding for 43 companies and eight Industry Development Initiatives.
- Launched art+place, a new Queensland public art fund of \$4 million per annum over three years to enliven public spaces and precincts across Queensland.
- Commenced the \$10.7 million, four-year *Backing Indigenous Arts* Program to strengthen Aboriginal and Torres Strait Islander arts and cultures in Far North Queensland.
- Supported the delivery of an enhanced 2007 Queensland Music Festival through additional funding of \$1.3 million.
- Identified the vision, roles and functions of *The Edge* through an innovative consultation approach involving young people, including young Queensland architects. The \$7.9 million, two-year project will transform the existing Cultural Centre auditorium into a creative ideas and technology centre for young people, aged 14 to 25 years.
- Commenced development of a Queensland Design Strategy and scoping for a Queensland Centre for Design to promote the importance of design and strengthen support for innovation. The department completed research and is consulting to guide the direction of the Strategy and scope the role and functions of the Centre.

Departmental Outputs

Education Outputs

The education outputs support *a community of well-skilled and knowledgeable people* by providing quality education accessible to all Queenslanders. The education portfolio does this by providing state school students with dynamic learning opportunities across the three distinct phases of learning, providing support to students with disabilities and providing advisory and regulatory assistance to the non-state, international and higher education sectors.

- **State Schooling Outputs:**
 - **Early Phase of Learning** - Preparatory to Year 3 - providing the best possible start for our youngest Queenslanders by establishing the foundations for lifelong learning and personal well being.
 - **Middle Phase of Learning** - Years 4 to 9 - developing the knowledge, skills, values and creative thinking of students to prepare them for their senior years.
 - **Senior Phase of Learning** - Years 10 to 12 - providing students with flexible learning opportunities that equip them for seamless transitions into further education, training and/or work.
 - **Students with Disabilities** - supporting students with disabilities in state schools and special schools and providing them with the opportunities to achieve quality educational outcomes.

- **Higher Education** - supporting the delivery of quality and accessible higher education for Queensland and international students through funding and regulation.
- **Non-State Education** - providing support services for the regulation of non-state schools; regulating educational institutions and courses for overseas students and students registering for home education; administering state funding programs for non-state schools and organisations providing services for students with special needs; coordinating the Department of Education Community Kindergarten Assistance Scheme (DECKAS) and managing the Queensland office of the Australian Music Examinations Board.
- **Vocational Education and Training Services Output** - This output promotes a *strong diversified economy* and a *community of well-skilled and knowledgeable people* by giving Queenslanders access to relevant and up-to-date vocational education and training services that meet their needs and the demands of Queensland's fast growing industries.
- **Arts and Culture Output** - This output supports a *fair, socially cohesive and culturally vibrant society* by building a strong arts sector, which enriches the lives of all Queenslanders. It also celebrates the state's unique identity and cultural heritage, drives a thriving creative economy, and develops the creative capital of Queensland communities.

This output includes policy development and planning, arts funding, administration of the public art policy and program, provision of capital infrastructure and management of the State's major cultural assets.

Staffing¹

Output	Notes	2007-08 Budget	2007-08 Est. Actual	2008-09 Estimate
Outputs				
Early Phase of Learning	1,2,3,4,5	13,705	13,849	13,876
Middle Phase of Learning	1,2,3,4,5	22,953	23,169	23,252
Senior Phase of Learning	1,2,3,4,5	10,939	11,012	11,093
Students with Disabilities	1,2,3,4,5	6,550	6,793	6,922
Vocational Education and Training				
Services	1,6,7	7,224	7,286	7,200
Higher Education	1	20	12	12
Non-State Education	1	25	24	24
Arts and Culture	1,8	68	68	69
Total outputs		61,484	62,213	62,448
SHARED SERVICE INITIATIVE				
Corporate and Professional Services	9			
	1,10	839	1,160	1,160
Corporate and Administration Agency	1	98	99	103
Total shared service initiative		937	1,259	1,263
Total		62,421	63,472	63,711

Notes:

1. The FTEs in the 2007-08 Budget column are the 2007-08 Estimates from the 2007-08 Ministerial Portfolio Statement.
2. The FTEs include all program funded, Australian Government funded, school funded employees and long service leave numbers, as an estimated actual for 30 June 2008 and as an estimate for 30 June 2009.
3. Staff full-time equivalents (FTEs) are for permanent, temporary and casual employees in these education outputs. FTEs for Education Statutory Bodies are reported in separate Staffing Tables.
4. The estimate for 2008-09 are the projected numbers based on forecast Semester 1, 2009 enrolments, new facilities, and other funded initiatives.
5. Non-school based Agency numbers are allocated across the outputs to which they relate.
6. VET FTEs are an average for the financial year and exclude staff on leave without pay. This is to avoid anomalous point-in-time results due to the seasonal nature of staffing requirements at some TAFE Institutes.
7. DETA is aiming for a decrease in overall VET staff numbers. Averaged FTEs include the staff employed by the Director-General, DETA and managed by the Southbank Institute of Technology Statutory Authority (for which employee expenses will be recouped from the Statutory Authority with effect from 1 April 2008).
8. FTEs for Arts Queensland are reported for the Arts and Culture output. FTEs for the Arts Statutory Bodies are reported in separate Staffing Tables.
9. The Business Units in this section are the two Shared Services Providers hosted by the Department. FTEs for the Corporate Services Queensland Shared Services Provider are not included in this Staffing Table.
10. Increase in FTEs due to the transfer of staff from the Shared Service Agency to Corporate and Professional Services in 2008, as well as additional personnel for projects in information management and the whole-of-Government human resource business system.

2008-09 Output Summary¹

Output	Total cost \$'000	Sources of revenue			
		Appropriation \$'000	User charges \$'000	C'wealth revenue \$'000	Other revenue \$'000
Early Phase of Learning	1,367,411	1,186,575	3,366	102,250	75,220
Middle Phase of Learning	2,233,658	1,898,692	18,104	206,644	110,218
Senior Phase of Learning	1,058,578	866,976	17,635	134,261	39,706
Students with Disabilities	524,766	425,870	628	90,939	7,329
Vocational Education and Training Services	1,028,619	616,073	133,517	202,352	77,558
Higher Education	5,672	5,352	320
Non-State Education	3,812	2,486	1,286	..	40
Arts and Culture	104,882	99,445	4,447	..	990
Total	6,327,398	5,101,469	178,983	736,446	311,381

Note:

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

Administered Items

The department maintains a strong and active relationship with the portfolio's statutory authorities, government-supported entities and community organisations to deliver education, training and arts programs that support whole-of-Government priorities and build effective working relationships.

Description

The Queensland Government provides financial assistance to non-state schools for both capital and recurrent purposes. In 2008-09, a total of \$463.3 million in state-funded recurrent and capital grants will be directed to non-state schools.

The department administers Australian Government funds received for non-state schools in Queensland. Programs administered in 2008-09 by the department that support both state and non-state schools include:

- \$0.38 million in financial support to student hostels
- approximately \$3.2 million to community organisations for the provision of specialist support for students with special needs. Funding agreements exist with non-government organisations including:
 - Autism Queensland;
 - Centre Education program;
 - Childhood Language and Related Disorders;
 - Hear and Say;
 - Noah's Ark Resource Centre;
 - Royal Queensland Bush Children's Health Scheme;
 - Specific Education Learning Disabilities (SPELD); and
 - Spina Bifida Hydrocephalus Queensland.

In addition, the department receives \$28.9 million in capital grants from the Australian Government for vocational education and training projects in accordance with an approved Strategic Infrastructure Plan and an Annual Infrastructure Statement.

The department also administers grant funding to the Library Board of Queensland, Queensland Art Gallery, Queensland Museum, Queensland Performing Arts Trust, Queensland Theatre Company and the Pacific Film and Television Commission Pty Ltd. The Library Board of Queensland, Queensland Art Gallery, Queensland Museum and the Queensland Performing Arts Trust are separate entities under the Managing for Outcomes framework and within this Service Delivery Statement.

Financial statements in relation to Administered Items on behalf of the whole-of-Government appear in the financial statements section.

Administered Items Statement

Department of Education, Training and the Arts	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
EDUCATION				
STATE FUNDING				
Assistance to non-state sector				
Assistance to non-state schools				
Recurrent funding for non-state schools				
General recurrent grants	1,8	387,984	386,829	408,299
Grammar school endowments		164	164	164
School transport	2	4,359	2,759	4,384
Total recurrent funding for non-state schools		392,507	389,752	412,847
Capital assistance for non-state schools				
Capital assistance		44,229	44,229	45,123
External infrastructure		5,202	5,202	5,299
Total capital assistance for non-state schools		49,431	49,431	50,422
Total assistance to non-state schools		441,938	439,183	463,269
Assistance to other non-state sector				
Community kindergarten assistance scheme				
Recurrent		35,513	37,463	38,747
Capital		197	279	199
Total community kindergarten assistance scheme		35,710	37,742	38,946
Student hostels				
Recurrent		282	273	283
Capital		100	100	100
Total student hostels		382	373	383
Living away from home allowances		6,213	6,009	6,408
Textbook and resource allowance		14,244	13,905	14,651
Weekend and vacation travel		44	44	44
Community organisations		3,070	3,125	3,206
Non-state Accreditation Board		54	54	54
Total assistance to other non-state sector		59,717	61,252	63,692
Total assistance to non-state sector		501,655	500,435	526,961
Other				
Textbook and resource allowance - state		24,677	24,434	25,449
Queensland Studies Authority		29,445	29,616	30,211
Assistance to tertiary – medical facilities	
Other		100	100	923
TOTAL STATE FUNDING		555,877	554,585	583,544

Department of Education, Training and the Arts	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
COMMONWEALTH ASSISTANCE TO NON-STATE EDUCATION				
Recurrent	3,9	1,123,012	1,198,894	1,273,889
Capital		22,753	24,616	24,565
TOTAL COMMONWEALTH ASSISTANCE TO NON-STATE EDUCATION		1,145,765	1,223,510	1,298,454
Other Commonwealth				
Commonwealth Investing in Our Schools	10	251	250	..
TOTAL ADMINISTERED ITEMS (EDUCATION)		1,701,893	1,778,345	1,881,998
ARTS				
ADMINISTERED PAYMENTS				
State Library of Queensland	11	46,851	46,851	50,898
Queensland Museum	4,12	18,772	20,043	20,210
Queensland Art Gallery	5,11	24,709	25,047	27,551
Queensland Performing Arts Trust	6	9,163	10,048	9,141
Pacific Film and Television Commission	7,13	9,660	11,585	8,032
Queensland Theatre Company		2,600	2,600	2,600
TOTAL PAYMENTS TO STATUTORY AUTHORITIES		111,755	116,174	118,432
TOTAL ADMINISTERED ITEMS (ARTS)		111,755	116,174	118,432
TOTAL ADMINISTERED ITEMS		1,813,648	1,894,519	2,000,430

Notes:

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

1. Decrease due to a 2006-07 end-of-year payment made to non-state schools from funding budgeted for in 2007-08.
2. Return of excess funds accumulated by the Queensland Catholic Education Commission is offsetting the total funding for School transport.
3. Increase due to indexation.
4. Increase due to maintenance costs for the Queensland Museum's regional campuses.
5. Increase due to facilities management cost of the Millennium Arts Project transferred from Controlled funds.
6. Increase due to funding adjustment from 2008-09 for biennial Out of the Box Festival.
7. Increase due to funding adjustment from 2008-09 for film incentive commitments.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

8. Increase due to flow on impact of increased expenditure for state schools.
9. Increase due to indexation.
10. Funding for Investing in Our Schools program ceasing.
11. Increase due to facilities management costs of Millennium Arts Project transferred from Controlled funds.
12. Increase due to maintenance costs for the Queensland Museum's regional campuses.
13. Decrease due to funding adjustment to 2007-08 for film incentive commitments.

Departmental Statements

Performance Statement

Measures	Notes	2007-08 Target/Est.	2007-08 Est.Actual	2008-09 Target/Est.
Output name: Early Phase of Learning				
Number of students in the Early Phase of Learning	1	141,930	144,410	143,080
Number of Preparatory Year students:				
• Total		36,700	38,550	38,650
• Indigenous	2	3,150	3,430	3,450
Proportion of Queensland Preparatory students enrolled in state Preparatory Year classes		68%	71%	70%
Proportion of Queensland Preparatory to Year 3 students attending state schools		70%	71%	70%
<u>Year 2 Diagnostic Net</u> – Percentage of Year 2 students mapped who did not require intervention in relation to their literacy and numeracy development:	3			
• all:				
– reading		76%	75.7%	76%
– writing		86%	84.8%	86%
– number		82%	81.2%	82%
• Indigenous	2			
– reading		56%	53.8%	56%
– writing		66%	64%	66%
– number		61%	57.7%	61%
<u>Year 3 Test</u> – Percentage of students achieving the national benchmark:				
• all:	4,5			
– reading		94%	92.2%	–
– writing		89%	94.1%	–
– numeracy		90%	88.2%	–
• Indigenous:	2,4			
– reading		86%	86.1%	–
– writing		75%	88%	–
– numeracy		75%	75.6%	–
Satisfaction of parents with their child's school		90%	88.6%	90%
Average cost of service per student (\$)		9,372	9,244	9,557
State Contribution (\$'000)		1,133,976	1,163,815	1,186,575
Other Revenue (\$'000)		196,157	171,182	180,836
Total Cost (\$'000)		1,330,133	1,334,997	1,367,411

Measures	Notes	2007-08 Target/Est.	2007-08 Est.Actual	2008-09 Target/Est.
Output name: Middle Phase of Learning				
Number of students in the Middle Phase of Learning	1	237,840	238,580	240,260
Proportion of Queensland Year 4 to 9 students attending state schools		69%	69%	68%
<u>Year 5 Test</u> – Percentage of students achieving the national benchmark:				
• all:	6 4			
– reading		79%	76.8%	–
– writing		95%	95.4%	–
– numeracy		86%	81.3%	–
• Indigenous:	2,4			
– reading		56%	56.4%	–
– writing		83%	91%	–
– numeracy		64%	61.5%	–
<u>Year 7 Test</u> – Percentage of students achieving the national benchmark:				
• all:	4			
– reading		86%	81.7%	–
– writing		94%	95.4%	–
– numeracy		82%	73.1%	–
• Indigenous:	2,4			
– reading		65%	61.2%	–
– writing		84%	91.1%	–
– numeracy		54%	45.9%	–
Satisfaction of parents with their child's school		85%	83.6%	85%
Satisfaction of students with their school		78%	78.4%	79%
Percentage of students continuing schooling across the key juncture – Year 7 to Year 8:				
• all		91%	91%	91%
• Indigenous	2	92%	94%	94%
Average cost of service per student (\$)		8,973	8,926	9,297
State Contribution (\$'000)		1,780,800	1,772,389	1,898,692
Other Revenue (\$'000)		353,330	357,085	334,966
Total Cost (\$'000)		2,134,130	2,129,474	2,233,658

Output name: Senior Phase of Learning

Number of students in the Senior Phase of Learning	1	96,680	95,580	96,730
Proportion of Queensland Year 10 to 12 students attending state schools		62%	61%	61%
Apparent retention rate from Year 10 to Year 12:	7			

Measures	Notes	2007-08 Target/Est.	2007-08 Est.Actual	2008-09 Target/Est.
• total		75%	72%	72%
• male		69%	68%	68%
• female		79%	76%	76%
• Indigenous	2	59%	58%	59%
Satisfaction of parents with their child's school		81%	79.1%	81%
Satisfaction of students with their school		66%	64.4%	66%
Percentage of students who completed Year 12 and who are in full-time education or training, in full-time employment, or both part-time work and part-time education or training	8	92%	90.8%	92%
Percentage of OP eligible students with an OP 1-15	9	64%	61.7%	64%
Percentage of students with VET qualifications (who completed Year 12)	10	41%	49.8%	50%
Percentage of students who are OP eligible and/or have VET qualifications	10	82%	85.1%	85%
Average cost of service per student (\$)		10,582	10,428	10,944
State Contribution (\$'000)		842,283	815,547	866,976
Other Revenue (\$'000)		180,777	181,132	191,602
Total Cost (\$'000)		1,023,060	996,679	1,058,578

Output name: Students with Disabilities

Number of state special schools		47	47	47
Number of students in special schools		2,950	3,050	3,130
Number of state schools providing:	11			
• special education units		333	Discontinued	Discontinued
• special education classes		141	Discontinued	Discontinued
• special education developmental programs		33	Discontinued	Discontinued
• special education programs	11	507	486	505
Number of students with disabilities identified as needing specialist support who are enrolled in state schools	12	16,250	16,410	17,500
Number of students with disabilities who have:				
• achieved a Certificate of Post Compulsory School Education	13	540	501	540
• completed 12 years of schooling		700	801	850
Satisfaction of parents with their child's:	14			
• special school		92%	91.4%	92%
• state school		84%	79.1%	84%

Measures	Notes	2007-08 Target/Est.	2007-08 Est.Actual	2008-09 Target/Est.
Average cost of service per student (\$)		25,326	25,316	25,437
State Contribution (\$'000)		389,938	395,654	425,870
Other Revenue (\$'000)		96,323	97,005	98,896
Total Cost (\$'000)		486,261	492,659	524,766

Output name: Vocational Education and Training Services

Commencements for apprentices and trainees:

• Total	15,16	63,000-65,000	65,000-67,000	70,000-72,000
• 15-17 year olds	15	19,000-20,000	19,000-20,000	20,000-22,000

%of traineeships completed	15	57-62%	58-63%	58-63%
% of apprenticeships completed	15	65-70%	65-70%	67-72%

Number of apprentices and trainees in training	15,16	85,000-90,000	93,000	93,000-96,000
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Total number of VET students:

• VET (All)	15,17,18	291,000-297,000	274,600	291,000-297,000
• Total TAFE	15,17,19	252,000-257,000	241,100	227,000-230,000
• Higher-level training (Cert IV & above)	15,18	62,000-64,000	64,500	66,500-68,500
• Mature age	15,18,20	56,000-58,000	52,000	54,000-56,000
• 15-17 year olds	15,18,21	40,000-42,000	48,000	47,000-49,000

Total qualifications completed:

• VET (All)	15,18	96,000-100,000	97,900	96,000-100,000
• Priority Industry areas	15,22	45,000-50,000	49,500	Discontinued
• New and emerging industry areas	15,22	9,000-9,400	13,900	Discontinued
• Strategic Intervention Industries	15,18,22	New Measure	New Measure	56,000-58,000

Total competencies successfully completed:

• VET (All)	15,18,23	1.5M-1.7M	1,581,800	1.55M-1.75M
• Total TAFE	15,19	1.3M-1.4M	1,366,300	1.2M-1.3M
• Higher-level training (Cert IV and above)	15,18	332,000-342,000	355,000	370,000-380,000
• Priority industry areas	15,22	930,000-945,000	981,100	Discontinued
• New and emerging industry areas	15,22	184,000-188,000	225,900	Discontinued
• Strategic Intervention Industries	15,18,22	New Measure	New Measure	1M-1.1M

Employment/further study outcome:

• TAFE		86%	89%	89%
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Measures	Notes	2007-08 Target/Est.	2007-08 Est.Actual	2008-09 Target/Est.
TAFE – non-government revenue (\$)	19,24	154M	160M	133M
Queensland's VET participation rate (to achieve the national average VET participation rate in the medium to long-term)		10.1%	9.4%	9.9%
Level of stakeholder satisfaction with VET training services and products:				
• Student Outcomes Survey	25	89%	89%	89%
• Survey of Employer Views				
– nationally recognised training	26	71%	88%	81%
– apprentices and trainees	27	81%	84%	84%
Compliance of training organisations with the Australian Quality Training Framework (AQTF):				
• Total number of registered training organisations in Queensland	27	1,114	1,232	1,299
• Number of organisations approved for registration as a registered training organisation	27	279	309	291
• Number of qualifications approved for organisations upon achieving registration/renewal of registration	27,28	4,989	4,846	2,690
• Number of qualifications approved to be added to the scope of existing registered training organisations	27	2,347	2,407	2,311
Compliance with the provisions of departmental training contracts:				
• Number of training contracts audited		80	85	80
Proportion of VET activity delivered in regional Queensland	29	34%	36%	34%
Average cost per competency successfully completed				
• VET (All)		630	630	663
• Total TAFE	19	496	507	539
Total Government funding (\$'000)				
• TAFE (All)	19,30	645,000	693,228	646,887
State Contribution (\$'000)	19	580,259	622,209	616,073
Other Revenue (\$'000)	19	365,594	375,005	413,427
Total Cost (\$'000)	19	945,853	997,214	1,028,619

Output name: Higher Education

Number of:

- | | | | | |
|---|----|----|----|----|
| • Queensland universities | | 9 | 9 | 9 |
| • other approved higher education providers | 31 | 30 | 30 | 35 |

Number of students enrolled at Queensland universities:

- | | | | | |
|-----------------|--|---------|---------|---------|
| • total | | 187,500 | 190,660 | 190,000 |
| • international | | 49,000 | 50,289 | 50,000 |

Measures	Notes	2007-08 Target/Est.	2007-08 Est.Actual	2008-09 Target/Est.
Stakeholders' rating of departmental management of approval process:				
• percentage of applicants rating satisfactory or better	32	75%	60%	75%
• percentage of assessment panel members rating satisfactory or better	33	100%	100%	100%
Number of applications for higher education courses:				
• new	34	14	33	20
• recredited/re-approval	34	14	23	27
Percentage of students at Queensland universities located in:				
• Brisbane		60%	60%	60%
• other parts of Queensland		40%	40%	40%
State Contribution (\$'000)		4,548	4,640	5,352
Other Revenue (\$'000)		707	222	320
Total Cost (\$'000)		5,255	4,862	5,672

Output name: Non-State Education

Number of accredited non-state schools in Queensland		468	467	474
Number of non-state students in the:				
• Early Phase of Learning (Preparatory – Year 3)		60,410	59,710	62,360
• Middle Phase of Learning (Years 4 – 9)		107,580	108,550	111,900
• Senior Phase of Learning (Years 10 – 12)		59,760	60,390	62,840
Number of applications received by the Non-State Schools Accreditation Board for:				
• new non-state schools		3	7	6
• significantly modified non-state schools	35	5	6	5
• change of accreditation attribute	36	20	30	20
Number of applications for government funding of non-state schools received by the Non-State Schools Eligibility for Government Funding Committee		18	21	20
Number of applications received or registration as a provider of courses for overseas students		35	32	35
Non-state schools involved in the cyclical review process:				
• percentage reviewed	37	83%	73%	86%
• of those reviewed, the percentage who complied with the legislated criteria		100%	100%	100%

Measures	Notes	2007-08 Target/Est.	2007-08 Est.Actual	2008-09 Target/Est.
Number of notices issued by the Non-State Schools Accreditation Board	38,39	NA	7	NA
Percentage of applicants for re-registration as course providers to overseas students approved	39	NA	100%	NA
State Contribution (\$'000)		1,733	2,455	2,486
Other Revenue (\$'000)		1,293	1,294	1,326
Total Cost (\$'000)		3,026	3,749	3,812
Output name: Arts and Culture				
Number of public arts projects completed	40	10	31	25
Number of arts activities funded		16,425	16,570	16,800
Number of statutory agencies and companies funded		9	9	9
Level of attendance in subsidised arts sector events	41	1,905,400	4,091,871	4,000,000
Level of client satisfaction with Arts Queensland's funding program and services	42	85%	65%	75%
Percentage of funding decisions informed by industry peer assessment	43	60%	73.8%	70%
Percentage of grant approvals processed within required timeframes	44	95%	89%	95%
Percentage of grant acquittals processed within required timeframe	45	90%	50%	90%
Percentage of regional communities accessing specific regional grants		95%	93.4%	95%
Percentage of funding provided to people from target groups	46,47	45%	34.5%	35%
Proportion of funding allocated to artists, arts workers and non-government arts and cultural organisations		77%	81%	82%
State Contribution (\$'000)	48	89,936	98,793	99,445
Other Revenue (\$'000)	48	5,108	4,900	5,437
Total Cost (\$'000)	48	95,044	103,693	104,882

Notes:

1. Student enrolments in state schools of Distance Education are distributed across the Early, Middle and Senior Phase of learning outputs according to year level.
2. This is based on self-identified Aboriginal and Torres Strait Islander students.
3. Though some results decreased slightly from previous years, overall results for both student cohorts have been stable.
4. The 95% confidence intervals for these estimates are not included in this table.
5. The first national tests for literacy and numeracy will be conducted in May 2008, after which, states will reconfigure their performance measures.
6. The first national tests for literacy and numeracy will be conducted in May 2008, after which, states will reconfigure their performance measures.

7. The new Queensland Certificate of Education (QCE) will be issued to students for the first time in late 2008. The percentage of students who achieved a QCE will be reported in the SDS from 2009-10.
8. This percentage is based on voluntary responses to the *Next Step* survey.
9. The variance in percentage of OP-eligible students with an OP1-15 is related to fluctuations in student population and eligibility choices.
10. Vocational Education and Training (VET) qualifications are awarded through the Australian Qualification Framework (Certificate I to IV).
11. For operational reasons, from 2008, Special Education Units, Special Education Classes and Special Education Development Programs will be known as Special Education Programs (SEP) and will be reported collectively.
12. This measure excludes students enrolled in special schools.
13. From 2009, a Certificate of Post-Compulsory School Education will be known as a Queensland Certificate of Individual Achievement (QCIA).
14. This measure relates to parents who have children with disabilities.
15. The utilisation of ranges is an essential tool in providing realistic VET targets for measures subject to time-lags in reporting and market conditions.
16. The 2008-09 Target/Estimate factors in the additional apprenticeship training places per year identified in the *Queensland Skills Plan*.
17. The estimated actual student numbers for 2007-08 reflect the ready availability of employment opportunities impacting on the uptake of post-school education and training; as well as an increase in higher level training while the number of students undertaking lower level qualifications declined.
18. This measure covers all publicly funded training activity, comprising all training through public providers (TAFE, the Australian Agricultural College Corporation and Southbank Institute of Technology) including fee for service, plus government funded training by private providers, community based organisations and adult and community education (ACE) providers.
19. Southbank Institute of Technology (SBIT) became a statutory authority on 1 April 2008. To maintain comparability of reporting SBIT activity will continue to be included in the TAFE measures for the 2007-08 Target/Estimate and 2007-08 Estimated Actuals. SBIT has not been included in the 2008-09 TAFE targets.
20. The mature age group experienced increased employment opportunities in 2007-08 attracting students away from post-school education and training options and contributing to this measure falling short of target.
21. The success of *Education and Training Reforms for the Future* (ETRF) initiatives including young people in apprenticeships and traineeships (incorporating School-Based Apprentices and Trainees) has contributed to the strong performance in the number of 15-17 year old students in 2007-08.
22. A new measure, Strategic Intervention Industries, has been implemented to capture industry training in skill shortage areas. The Priority Industry Areas and New and Emerging Industry Areas measures have been discontinued.
23. There has been growth in the number of students undertaking higher level courses (especially apprenticeship related) which have comparatively more units of competency.
24. There is an increase in User Charges in line with additional revenue required to support the *Queensland Skills Plan*. The department is also recognising an increase in Other Revenue to reflect the reimbursement of labour costs from SBIT.
25. NCVER Student Outcomes Survey - the percentage of VET graduates satisfied with the overall quality of their training.
26. Employer satisfaction regarding VET is obtained from the biennial NCVER survey, *Employers' Use and Views of the VET System*.
27. The measure does not include those registered training organisations operating in Queensland under the principles of national recognition. The figures include information provided by the Queensland Studies Authority.
28. The reduction in the 2008-09 Target/Estimate is because TAFE Queensland institutes renewed their registration in 2007-08 and accordingly, performance against this measure was significantly higher than usual in that year (this will reoccur every 5 years).
29. The department aims to ensure the percentage of VET activity delivered to regional Queensland is commensurate with the proportion of the 15-64 year old population living in these parts of the State.
30. Increase in TAFE funding reflects increased funding provided for facilities and infrastructure costs, increases in User Charges and growth in demand for apprenticeship and traineeship places.
31. This measure includes interstate universities operating in Queensland, non-university providers, and overseas institutions.
32. This is based on a 44% response rate.
33. This is based on a 43% response rate.
34. Estimates are based on courses due for reaccreditation in the reporting period and are subject to strategic decisions by providers.
35. In previous years, this measure has included those schools that have added 'preschool' as a type of education. The Prep Year is now included in Primary Education, accounting for the predicted drop in applications of this type in 2007-08.
36. Attributes are defined in section s.16(3) of the *Education (Accreditation of Non-State Schools) Act 2001* and include items such as: the curriculum model the school is to follow, boarding facilities etc.
37. This measure indicates the percentage of non-state schools that have participated in a cyclic review in the previous five years. Since the program began in 2005, the percentage has been increasing and is expected to level in the top decile, with only newly established schools yet to engage in the process.
38. This measure includes Compliance, Show Cause and Cancellation notices.
39. Actuals will be reported under the Estimated Actual for 2008-09. It is not appropriate to set a target, as this will be determined solely by due process.
40. Arts Queensland is transitioning from the former Art Built-In policy to the new Queensland Public Art art+place fund. The Est. Actual for 2007-08 refers to 31 projects completed under the former Art Built-In policy. Projects under the art+place fund were first approved in the latter half of 2007-08.
41. The increase in the 2007-08 Estimated Actual and 2008-09 Target is due to an increased focus on community outcomes in funding decisions, and the introduction of a new data collection system which has enabled data to be collected for the first time about number of attendees through Development and Presentation Grants projects and Industry Development Initiatives. The measure also includes estimated television and radio audiences for some projects.

42. The variation between the 2007-08 Target and Estimated Actual is attributed to the introduction of a new policy direction and funding guidelines for grant applicants responding to this survey. The 2008-09 Target recognises that satisfaction levels may not return to 85% until the new funding program is embedded.
43. The variation between the 2007-08 Target and Estimated Actual is due to a change in types of funding decisions included in this measure following the introduction of new grant programs. The Estimate of 73.8% refers to funding decisions made as part of competitive or open grant programs (s2m, Development and Presentation Grants and Career Development Grants) and does not include targeted funding initiatives.
44. The introduction of the new Career Development Grants involved a more complex assessment process than the smaller Individual Professional Development Grants which they superseded. The assessment process for Career Development Grants has now been revised to ensure the target of 95% can be consistently met.
45. The variation between the 2007-08 Target and Estimated Actual is due to the simultaneous introduction of a new grants program structure and a new automated grants system which resulted in delays in moving acquittal reports through the system. As this problem has now been rectified, the 2008-09 Target remains at 90%.
46. Measure refers to grant recipients who themselves identify with one or more of the target groups. Arts Queensland also funds a number of other organisations that deliver programs to people from the target groups – e.g. through Indigenous Regional Arts Development Fund, Backing Indigenous Arts Program, and child and youth programs.
47. The 2008-09 Target was revised to better reflect the proportion of the population that fits within the target groups, including Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse backgrounds, children and young people, and people with disabilities.
48. Original Budget recast for additional functions as a result of Machinery-of-Government changes incorporating the Festival of Ideas.

Departmental Statements

Income Statement

Department of Education, Training and the Arts	Notes	2007-08 Adjusted Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Income				
Output revenue	1,9,19	4,823,473	4,875,502	5,101,469
User charges	10,20	196,983	196,687	178,983
Grants and other contributions		989,653	974,173	979,119
Other revenue	2,11,21	16,158	22,046	59,398
Gains on sale/revaluation of property, plant and equipment and investments	12,22	9,310
Total income		6,026,267	6,068,408	6,328,279
Expenses				
Employee expenses	3,13,23	4,143,249	4,296,721	4,504,235
Supplies and services	4,14,24	1,377,486	1,121,384	1,107,972
Grants and subsidies	5,15,25	165,329	253,862	330,910
Depreciation and amortisation		314,192	333,264	328,321
Finance/borrowing costs	6,26	4,615	13,903	4,024
Other expenses	7,16	22,990	49,274	51,936
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		6,027,861	6,068,408	6,327,398
OPERATING SURPLUS/(DEFICIT)		(1,594)	..	881

Statement of Changes in Equity

Department of Education, Training and the Arts	Notes	2007-08 Adjusted Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		316,889	298,118	306,838
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		316,889	298,118	306,838
Surplus/(deficit) for the period		(1,594)	..	881
Total recognised income and expense for the period		315,295	298,118	307,719
Equity injection/(withdrawal)	8,17,27	219,626	165,945	288,301
Equity adjustments (MoG transfers)	18	(44,779)	(44,779)	..
Total movement in equity for period		490,142	419,284	596,020

Balance Sheet

Department of Education, Training and the Arts	Notes	2007-08 Adjusted Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CURRENT ASSETS				
Cash assets	28,34	373,257	470,186	466,638
Receivables	29,35	73,392	101,249	102,762
Other financial assets		2,058
Inventories		2,305	2,323	2,326
Other		22,842	10,333	10,627
Non-financial assets held for sale		23,888	8,305	8,305
Total current assets		497,742	529,396	590,658
NON-CURRENT ASSETS				
Receivables		1,548
Other financial assets	
Property, plant and equipment	30,36,40	14,023,924	15,313,947	15,882,828
Intangibles		47,306	42,289	37,981
Other	
Total non-current assets		14,072,778	15,356,236	15,920,809
TOTAL ASSETS		14,570,520	15,948,632	16,511,467
CURRENT LIABILITIES				
Payables		267,212	290,143	291,210
Employee benefits obligations		212,870	234,343	271,389
Interest-bearing liabilities and derivatives		20,514	19,681	47,650
Provisions		1,438
Other	31,37	118,863	41,781	39,477
Total current liabilities		620,897	585,948	649,726
NON-CURRENT LIABILITIES				
Payables	
Employee benefits obligations		8
Interest-bearing liabilities and derivatives	32,38,41	46,445	174,189	77,226
Provisions		1,938
Other		30
Total non-current liabilities		48,421	174,189	77,226
TOTAL LIABILITIES		669,318	760,137	726,952
NET ASSETS/(LIABILITIES)		13,901,202	15,188,495	15,784,515
EQUITY				
Capital/contributed equity	33,39,42	3,258,721	2,893,206	3,181,507
Retained surplus/(accumulated deficit)		(15,591)	48,869	49,750
Reserves:				
– Asset revaluation reserve		10,658,072	12,246,420	12,553,258
– Other (specify)	
TOTAL EQUITY		13,901,202	15,188,495	15,784,515

Cash Flow Statement

Department of Education, Training and the Arts	Notes	2007-08 Adjusted Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Output receipts	43,52,62	4,823,473	4,874,167	5,101,469
User charges		201,394	201,098	183,070
Grants and other contributions		989,653	974,173	979,119
Other	44,53,63	88,158	94,046	130,256
Outflows:				
Employee costs	45,54,64	(4,126,789)	(4,283,269)	(4,467,189)
Supplies and services	46,55,65	(1,438,446)	(1,212,344)	(1,209,201)
Grants and subsidies	47,56,66	(165,329)	(253,267)	(330,910)
Borrowing costs	48,67	(4,615)	(13,903)	(4,024)
Other		(28,590)	(24,874)	(27,536)
Net cash provided by/(used in) operating activities		338,909	355,827	355,054
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	49,57,68	15,100	29,420	25,211
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	58,69	(529,143)	(524,986)	(681,957)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(514,043)	(495,566)	(656,746)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	59,70	22,000
Equity injections	50,60,71	292,796	203,628	326,307
Outflows:				
Borrowing redemptions		(17,909)	(17,905)	(13,015)
Finance lease payments		(121)	(121)	859
Equity withdrawals	51,61	(73,170)	(36,903)	(38,006)
Net cash provided by/(used in) financing activities		201,596	148,699	298,145
Net increase/(decrease) in cash held		26,462	8,960	(3,547)
Cash at the beginning of financial year		360,911	475,342	470,185
Cash transfers from restructure		(14,116)	(14,116)	..
Cash at the end of financial year		373,257	470,186	466,638

Income Statement

EXPENSES AND REVENUES ADMINISTERED ON BEHALF OF THE WHOLE-OF- GOVERNMENT	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Revenues				
Commonwealth grants	1,5,9	1,234,705	1,343,439	1,391,278
Taxes, fees and fines	
Royalties, property income and other territorial revenue	
Interest		451	451	446
Administered revenue	2,6,10	1,813,648	1,894,519	2,000,429
Other	
Total revenues		3,048,804	3,238,409	3,392,153
Expenses				
Supplies and services		23	23	23
Depreciation and amortisation	
Grants and subsidies	3,7,11	1,813,027	1,893,721	1,999,459
Benefit payments		598	775	947
Borrowing costs		451	451	446
Other	
Total expenses		1,814,099	1,894,970	2,000,875
Net surplus or deficit before transfers to Government	4,8,12	1,234,705	1,343,439	1,391,278
Transfers of administered revenue to Government		1,234,705	1,343,439	1,391,278
OPERATING SURPLUS/(DEFICIT)	

Balance Sheet

ASSETS AND LIABILITIES ADMINISTERED ON BEHALF OF THE WHOLE-OF-GOVERNMENT	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CURRENT ASSETS				
Cash assets	13,15	(10,482)	240	240
Receivables	14,16	13,458	3,198	3,207
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		2,976	3,438	3,447
NON-CURRENT ASSETS				
Receivables		6,286	5,922	5,835
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets		6,286	5,922	5,835
TOTAL ADMINISTERED ASSETS		9,262	9,360	9,282
CURRENT LIABILITIES				
Payables		..	2	2
Transfers to Government payable		102
Interest-bearing liabilities		2,747	1,995	2,004
Other	
Total current liabilities		2,849	1,997	2,006
NON-CURRENT LIABILITIES				
Payables	
Interest-bearing liabilities		6,128	7,078	6,991
Other	
Total non-current liabilities		6,128	7,078	6,991
TOTAL ADMINISTERED LIABILITIES		8,977	9,075	8,997
ADMINISTERED NET ASSETS/(LIABILITIES)		285	285	285
EQUITY				
Capital/Contributed equity	
Retained surplus/(accumulated deficit)		285	285	285
Reserves:				
– Asset revaluation reserve	
– Other (specify)	
TOTAL ADMINISTERED EQUITY		285	285	285

Cash Flow Statement

CASH FLOWS ADMINISTERED ON BEHALF OF THE WHOLE-OF-GOVERNMENT	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Administered items receipts	17,21,25	1,813,648	1,893,546	2,000,429
Grants and other contributions	18,22,26	1,234,705	1,365,331	1,391,278
Taxes, fees and fines	
Royalties, property income and other territorial revenues	
Other		451	451	446
Outflows:				
Transfers to Government	19,23,27	(1,234,705)	(1,365,316)	(1,391,278)
Grants and subsidies	20,24,28	(1,813,625)	(1,894,496)	(2,000,406)
Supplies and services		(23)	(23)	(23)
Borrowing costs		(451)	(451)	(446)
Other	
Net cash provided by/(used in) operating activities		..	(958)	..
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed		69	69	78
Outflows:				
Payments for property, plant and equipment and intangibles	
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		69	69	78
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions		(69)	(69)	(78)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(69)	(69)	(78)
Net increase/(decrease) in cash held		..	(958)	..
Administered cash at beginning of financial year		(10,482)	1,198	240
Cash transfers from restructure	
Administered cash at end of financial year		(10,482)	240	240

Explanation of Variances in the Financial Statements

The financial statements reflect adjustments for the transfer of functions with took effect during 2007-08. The 2007-08 Adjusted Budget and Estimated Actual columns have been recast for the Southbank Institute of Technology becoming a Statutory Authority from 1 April 2008 and for the transfer of the Festival of Ideas from the Department of the Premier and Cabinet from 1 October 2007. The 2007-08 Adjusted Budget and Estimated Actual columns in the financial statements reflect 9 months of activities that occurred prior to the changes. The 2008-09 Estimate column shows the full year effect of transfer.

Income Statement

Major variations between 2007-08 Adjusted Budget and 2007-08 Estimated Actual include:

1. Increase due to increased depreciation expenditure resulting from asset revaluation and changes in useful lives of assets, deferral of SmartVET funding from 2006-07, additional funding for *OneSchool*, User Choice, Southbank Institute of Technology, the reclassification of funding for the Training *Public Private Partnership* project offset by reclassification of *Queensland Skills Plan* expenditure from recurrent to capital expenditure.
2. Increase due to Queensland Government Insurance revenue and other revenue not budgeted for.
3. Increase due mainly to the recognition of salary expenses previously recognised as internal grant payments in supplies and services.
4. Decrease due to deferrals and reclassification of *Queensland Skills Plan* expenditure from recurrent to capital expenditure, reclassification of internal grant payments to employee expenses, reclassification of expenses (including expenditure for Southbank Institute of Technology) to grants and subsidies and other expenses offset by increased expenditure associated with SmartVET, *OneSchool*, and User Choice.
5. Increased grants resulting from the reclassification of certain training payments (including payment to Southbank Institute of Technology) from supplies and services.
6. Increased finance lease interest charges for Southbank Institute of Technology.
7. Increase due to the reclassification of accounts from supplies and services to reflect Accounting Standard changes.
8. Decrease due mainly to reclassification of funding for the Training *Public Private Partnership* project, and the deferral of expenditure for the *Queensland Skills Plan* and State Schools of Tomorrow projects.

Major variations between 2007-08 Adjusted Budget and 2008-09 Estimate include:

9. Increase due to provision for enterprise bargaining outcomes, student enrolment growth, additional depreciation expenditure due to asset revaluation and changes in useful lives of assets, Queensland Curriculum, Assessment and Reporting Framework Phase II, State Schools of Tomorrow and additional maintenance funding.
10. Decreased revenue due mainly to exclusion of Southbank Institute of Technology's user charge revenue.
11. Increase due to full year impact of employee expenditure reimbursement from Southbank Institute of Technology.
12. Anticipated gain on sale/revaluation of training assets.
13. Increased employee expenses due to provision for enterprise bargaining outcomes, and student enrolment growth (including students with disabilities) and the recognition of salary expenses previously recognized as internal grant payments in supplies and services.
14. Decrease due to reclassification of *Queensland Skills Plan* expenditure from recurrent to capital expenditure, reclassification of internal grant payments to employee expenses, reclassification of expenses (including expenditure for Southbank Institute of Technology) to grants and subsidies and other expenses, transfer of Millennium Arts project costs, offset by increased expenditure associated with SmartVET, *OneSchool*, and User Choice, Queensland Curriculum, Assessment and Reporting Framework Phase II, State Schools of Tomorrow, and additional maintenance funding.
15. Increased grants resulting from the reclassification of certain training payments (including payment to Southbank Institute of Technology) from supplies and services.
16. Increase due to the reclassification of accounts from supplies and services to reflect Accounting Standard changes.
17. Increase due to deferrals of the *Queensland Skills Plan* expenditure to 2008-09, additional funding for new schools and the redevelopment of Queensland Performing Arts Centre.
18. Increase reflects the transfer of Training opening balances as part of the Machinery-of-Government changes.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

19. Increase due to provision for enterprise bargaining outcomes, student enrolment growth, Queensland Curriculum, Assessment and Reporting Framework Phase II, State Schools of Tomorrow and additional maintenance funding.
20. Decreased revenue due mainly to exclusion of Southbank Institute of Technology's user charge revenue.
21. Increase due to full year impact of employee expenditure reimbursement from Southbank Institute of Technology.
22. Anticipated gain on sale/revaluation of training assets.
23. Increased employee expenses due to provision for enterprise bargaining outcomes, student enrolment growth (including students with disabilities).
24. Decrease due to reclassification of *Queensland Skills Plan* expenditure from recurrent to capital expenditure, reclassification of expenses (including expenditure for Southbank Institute of Technology) to grants and subsidies and other expenses, transfer of Millennium Arts project operational costs, offset by increased expenditure associated with Queensland Curriculum, Assessment and Reporting Framework Phase II, State Schools of Tomorrow, additional maintenance and increased expenditure from Commonwealth programs.
25. Increased grants resulting from growth of User Choice and full year impact of grant to Southbank Institute of Technology.
26. Decrease due to anticipated transfer of finance lease interest charges to Southbank Institute of Technology.
27. Increase due mainly to reclassification of funding for the Training *Public Private Partnership* project, and the deferral of expenditure for the *Queensland Skills Plan*, additional funding for new schools and the redevelopment of Queensland Performing Arts Centre.

Balance Sheet

Major variations between 2007-08 Adjusted Budget and 2007-08 Estimated Actual include:

28. Increase mainly due to the flow through of increased school bank account balances in 2006-07.
29. Reflects anticipated increase in receivables based on 2006-07 audited actual balances.
30. Reflects increased values resulting from asset revaluations in June 2007.
31. Reflects adjusted level of prepayments based on 2006-07 audited actual balances.
32. Reflects increase in finance lease liability resulting from the Training *Public Private Partnership* project.
33. Decrease due mainly to reclassification of funding for the Training *Public Private Partnership* project, and the deferral of expenditure for the *Queensland Skills Plan* and State Schools of Tomorrow projects.

Major variations between 2007-08 Adjusted Budget and 2008-09 Estimate include:

34. Increase mainly due to the flow through of increased school bank account balances in 2006-07.
35. Reflects anticipated increase in receivables based on 2006-07 audited actual balances.
36. Reflects increased values resulting from asset revaluations in June 2007 and new asset acquisitions offset by anticipated transfer of finance lease asset to Southbank Institute of Technology.
37. Reflects adjusted level of prepayments based on 2006-07 audited actual balances.
38. Reflects anticipated transfer of full finance lease liability to Southbank Institute of Technology offset by increase in finance lease liability resulting from the Training *Public Private Partnership* project.
39. Decrease due mainly to reclassification of funding for the Training *Public Private Partnership* project, and the deferral of expenditure for the *Queensland Skills Plan* and State Schools of Tomorrow projects, offset by funding for new schools.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

40. Reflects increased values resulting from anticipated asset revaluations and new asset acquisitions offset by anticipated transfer of finance lease asset to Southbank Institute of Technology.
41. Reflects anticipated transfer of full finance lease liability to Southbank Institute of Technology.
42. Increase due to additional funding for capital assets.

Cash Flow Statement

Major variations between 2007-08 Adjusted Budget and 2007-08 Estimated Actual include:

43. Increase due to increased depreciation expenditure resulting from asset revaluation and changes in useful lives of assets, deferral of SmartVET funding from 2006-07, additional funding for *OneSchool*, User Choice, Southbank Institute of Technology, the reclassification of funding for the Training *Public Private Partnership* project offset by reclassification of *Queensland Skills Plan* expenditure from recurrent to capital expenditure.
44. Increase due to Queensland Government Insurance revenue and other revenue not budgeted for.
45. Increase due mainly to the recognition of salary expenses previously recognised as internal grant payments in supplies and services.
46. Decrease due to deferrals and reclassification of *Queensland Skills Plan* expenditure from recurrent to capital expenditure and the reclassification of internal grant payments to employee expenses, offset by increased expenditure associated with SmartVET, *OneSchool*, and User Choice.
47. Increased grants resulting from the reclassification of training payments (including payment to Southbank Institute of Technology) to private providers from supplies and services.
48. Increased finance lease interest charges for Southbank Institute of Technology.
49. Increased asset disposals anticipated.
50. Decrease due mainly to reclassification of funding for the Training *Public Private Partnership* project, and the deferral of expenditure for the *Queensland Skills Plan* and State Schools of Tomorrow projects.
51. Reclassification of Training and Education funds from equity withdrawal to equity injection accounts.

Major variations between 2007-08 Adjusted Budget and 2008-09 Estimate include:

52. Increase due to provision for enterprise bargaining outcomes, student enrolment growth, additional depreciation expenditure due to asset revaluation and changes in useful lives of assets, Queensland Curriculum, Assessment and Reporting Framework Phase II, State Schools of Tomorrow and additional maintenance funding.
53. Increase due to full year impact of employee expenditure reimbursement from Southbank Institute of Technology.
54. Increased employee expenses due to provision for enterprise bargaining outcomes, and student enrolment growth (including students with disabilities) and the recognition of salary expenses previously recognized as internal grant payments in supplies and services.
55. Decrease due to reclassification of *Queensland Skills Plan* expenditure from recurrent to capital expenditure and the reclassification of internal grant payments to employee expenses, transfer of Millennium Arts project operational costs, offset by increased expenditure associated with SmartVET, *OneSchool*, and User Choice, Queensland Curriculum, Assessment and Reporting Framework Phase II, State Schools of Tomorrow, and additional maintenance funding.
56. Increased grants resulting from the reclassification of training payments (including payment to Southbank Institute of Technology) to private providers from supplies and services.
57. Increased asset disposals anticipated.
58. Increase due to deferrals of the *Queensland Skills Plan* expenditure to 2008-09, additional work funded by borrowings, additional funding for new schools and the redevelopment of Queensland Performing Arts Centre.
59. Borrowing anticipated for 2008-09.
60. Increase due to deferrals of the *Queensland Skills Plan* expenditure to 2008-09 and additional funding for new schools.
61. Reclassification of Training and Education funds from equity withdrawal to equity injection accounts.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

62. Increase due to provision for enterprise bargaining outcomes, student enrolment growth, Queensland Curriculum, Assessment and Reporting Framework Phase II, State Schools of Tomorrow and additional maintenance funding.
63. Increase due to full year impact of employee expenditure reimbursement from Southbank Institute of Technology.
64. Increased employee expenses due to provision for enterprise bargaining outcomes, student enrolment growth (including students with disabilities).
65. Decrease due to reclassification of *Queensland Skills Plan* expenditure from recurrent to capital expenditure and the reclassification of internal grant payments to employee expenses, transfer of Millennium Arts project operational costs,

offset by increased expenditure associated with Queensland Curriculum, Assessment and Reporting Framework Phase II, State Schools of Tomorrow, and additional maintenance funding.

- 66. Increased grants resulting from growth of User Choice and full year impact of grant to Southbank Institute of Technology.
- 67. Decreased due to anticipated transfer of finance lease interest charges to Southbank Institute of Technology.
- 68. Anticipated asset disposals.
- 69. Increase due mainly to reclassification of funding for the Training *Public Private Partnership* project, deferral of expenditure for the *Queensland Skills Plan*, additional funding for new schools and the redevelopment of Queensland Performing Arts Centre.
- 70. Borrowing anticipated for 2008-09.
- 71. Increase due to deferrals of the *Queensland Skills Plan* expenditure to 2008-09, additional funding for new schools and the redevelopment of Queensland Performing Arts Centre.

Income Statement

Expenses and Revenues Administered on behalf of the Whole-of-Government

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

1. Increased Commonwealth grants for assistance to non-state schools.
2. Increased administered item revenue for assistance to non-state schools and transfer of Millennium Arts project costs.
3. Increased grant expense to non-state schools.
4. Higher than planned increase in Commonwealth revenues.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

5. Increased Commonwealth grants for assistance to non-state schools.
6. Increased administered item revenue for assistance to non-state schools and transfer of Millennium Arts project costs.
7. Increased grant expense to non-state schools.
8. Increase in Commonwealth revenues.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

9. Increased Commonwealth grants for assistance to non-state schools.
10. Increased administered item revenue for non-state schools.
11. Increased grant expense to non-state schools.
12. Increase in Commonwealth revenues.

Balance Sheet

Assets and Liabilities Administered on behalf of the Whole-of-Government

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

13. Increased cash due mainly to reversal of GST receivable credits that occurred as an end of year adjustment in 2006-07.
14. Decreased receivables due mainly to reversal of outstanding GST credits that occurred as an end of year adjustment.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

15. Increased cash due mainly to reversal of GST receivable credits that occurred as an end of year adjustment in 2006-07.
16. Decreased receivables due mainly to reversal of outstanding GST credits that occurred as an end of year adjustment.

Cash Flow Statement

Cash Flows Administered on behalf of the Whole-of-Government

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

17. Increased administered item revenue for assistance to non-state schools and transfer of Millennium Arts project costs from Controlled funds.
18. Higher than planned increase in Commonwealth revenues.
19. Increased Commonwealth grants for assistance to non-state schools.
20. Increased grant expense to non-state schools.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

21. Increased administered item revenue for assistance to non-state schools and transfer of Millennium Arts project costs from Controlled funds.
22. Increase in Commonwealth revenues.
23. Increased Commonwealth grants for assistance to non-state schools.
24. Increased grant expense to non-state schools.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

25. Increased administered item receipts for non-state schools.
26. Increase in Commonwealth revenues.
27. Increased Commonwealth grants for assistance to non-state schools.
28. Increased grant expense to non-state schools.

Shared Service Initiative

Corporate and Professional Services

Overview

Corporate and Professional Services (CAPS) operates as a Shared Service Provider within the department and employs approximately 1,160 full-time equivalent staff. The Shared Service Initiative is a whole-of-Government approach to corporate services delivery.

CAPS delivers professional and corporate support services to state schools and corporate business areas. Services include finance, human resources, ICT support, property and facilities management, and legal services. Key factors impacting on CAPS include standardisation of services, tailoring strategies to enhance the safety and sustainability of school and training environments, and integrating training services with existing services. CAPS will work to address these issues by leveraging the new whole-of-Government system to generate greater capacity and capability through improved business processes and expanding the scope of its services to the Training Portfolio of the department.

Review of Performance

Recent Achievements

CAPS managed the following on behalf of the department:

- Implementation of the whole-of-Government Finance and Facilities System.
- Improvements to school environments by completing the asbestos roof replacement program (from 2005 to 2007, 919 roofs were replaced) and the installation of safety switches in 210 state schools as part of the Electrical Safety Switch Upgrade Program bringing the total number of installations since 2006 to 530.
- Introduced the PurchaseIT system to improve the efficiency of the procurement of ICT equipment for schools.
- Transitioned the Training Portfolio's shared services management from the Shared Services Agency to CAPS.

Future Developments

CAPS will manage the following on behalf of the department:

- Implementation of a new whole-of-Government Human Resource Management Information System.
- Improve central and regionalised support services to schools, through revised service management strategies, including processes for ICT incident management, change and problem management.
- Delivery of a single agency network to provide seamless organisational communication across the department.
- Continue installation of water efficient devices in schools and school swimming pools in south-east Queensland.
- Complete audits of water usage for schools in affected areas of south-east Queensland and monitor the savings benefits of Water Efficiency Management Plans.
- Expand the whole-of-Government electronic environmental system (Built Environment Materials Information Register) to include energy and water components for environmental sustainability.
- Continue to provide legal advisory services to support departmental decision makers including management of litigation, copyright, administrative law, and related services.

Statements

Performance Statement

Measures	Notes	2007-08 Target/Est.	2007-08 Est. Actual.	2008-09 Target/Est.
Financial performance measures				
\$ SSP operating surplus/ (deficit)	
% Labour costs as % of total expenses		65.7%	65.7%	64.5%
Non-financial performance measures				
Number of FTEs in SSP	1	839	1,160	1,160
% of OLAs signed		100%	100%	100%
Customer satisfaction index	2	≥ 70	N/A	≥ 70
Client satisfaction Index	2	≥ 80	N/A	≥ 85

Notes:

1. Increase in FTEs due to the transfer of staff from the Shared Service Agency to Corporate and Professional Services in 2008, as well as additional personnel for projects in information management and the whole-of-Government human resource business system.
2. The Client and Customer Survey was deferred at a whole-of-Shared Service Initiative level in 2007-08. Subject to a review of the methodology to enhance validity, the surveys will be reinstated.

Income Statement

Corporate and Professional Services	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Income				
User charges	1,6,11	91,572	106,002	125,549
Grants and other contributions	
Other revenue		1,575	2,265	2,327
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		93,147	108,267	127,876
Expenses				
Employee expenses	2,7,12	61,215	71,055	82,524
Supplies and services	3,8,13	28,062	33,924	40,322
Grants and subsidies	
Depreciation and amortisation	4,9,14	182	228	239
Finance/borrowing costs	
Other expenses	5,10,15	3,688	3,060	4,791
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		93,147	108,267	127,876
OPERATING SURPLUS/(DEFICIT)	

Statement of Changes in Equity

Corporate and Professional Services	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 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 disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)		..	(326)	..
Total movement in equity for period		..	(326)	..

Balance Sheet

Corporate and Professional Services	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CURRENT ASSETS				
Cash assets		10,270	10,467	11,099
Receivables	16,20	796	2,863	2,863
Other financial assets	
Inventories	
Other		26	9	9
Non-financial assets held for sale	
Total current assets		11,092	13,339	13,971
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		391	357	380
Intangibles		149	131	131
Other	
Total non-current assets		540	488	511
TOTAL ASSETS		11,632	13,827	14,482
CURRENT LIABILITIES				
Payables	17,21	2,167	3,465	3,465
Employee benefits obligations	18,22	5,506	6,792	7,447
Interest-bearing liabilities and derivatives	
Provisions	
Other		602	421	421
Total current liabilities		8,275	10,678	11,333
NON-CURRENT LIABILITIES				
Payables	
Employee benefits obligations	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		8,275	10,678	11,333
NET ASSET/(LIABILITIES)		3,357	3,149	3,149
EQUITY				
Capital/contributed equity	19,23	345	(173)	(173)
Retained surplus/(accumulated deficit)		3,012	3,322	3,322
Reserves:				
– Asset revaluation reserve	
– Other (specify)	
TOTAL EQUITY		3,357	3,149	3,149

Cash Flow Statement

Corporate and Professional Services	Notes	2007-08 Adj. Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CASH FLOW FROM OPERATING ACTIVITIES				
Inflows:				
User charges	24,28,32	91,568	105,998	125,545
Grants and other contributions	
Other		1,575	2,265	2,327
Outflows:				
Employee costs	25,29,33	(60,560)	(69,996)	(81,869)
Supplies and services	26,30,34	(28,062)	(33,924)	(40,322)
Grants and subsidies	
Borrowing costs	
Other	27,31,35	(3,684)	(3,056)	(4,787)
Net cash provided by/(used in) operating activities		837	1,287	894
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(205)	(305)	(262)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(205)	(305)	(262)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net increase/(decrease) in cash held		632	982	632
Cash at beginning of financial year		9,638	9,485	10,467
Cash transfers from restructure	
Cash at the end of the financial year		10,270	10,467	11,099

Explanation of Variances in the Financial Statements

Income Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

1. Increase in funding due to the transfer of functions from the Shared Service Agency.
2. Increase in employee expenses due to the transfer of functions from the Shared Service Agency.
3. Increase in supplies and services due to the transfer of functions from the Shared Service Agency.
4. Increase in depreciation and amortisation due to the transfer of non-current assets from the Shared Service Agency.
5. Decrease in other expenses due to the reduced performance return payment in 2007-08.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

6. Increase in funding due to the transfer of functions from the Shared Service Agency.
7. Increase in employee expenses due to the transfer of functions from the Shared Service Agency.
8. Increase in supplies and services due to the transfer of functions from the Shared Service Agency.
9. Increase in depreciation and amortisation due to the transfer of non-current assets from the Shared Service Agency.
10. Increase in other expenses due to the increased performance return payment in 2007-08.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

11. Increase in funding due to the transfer of functions from the Shared Service Agency.
12. Increase in employee expenses due to the transfer of functions from the Shared Service Agency.
13. Increase in supplies and services due to the transfer of functions from the Shared Service Agency.
14. Increase in depreciation and amortisation due to the transfer of non-current assets from the Shared Service Agency.
15. Increase in other expenses due to the increased performance return payment in 2008-09.

Balance Sheet

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

16. Increase in receivables due to the funding of information management projects in arrears.
17. Increase in payables reflects trade creditors and sundry payables.
18. Increase in employee benefits obligations due to the transfer of employee leave liabilities from the Shared Service Agency.
19. Decrease in capital/contributed equity reflects the transfer of employee leave liabilities from the Shared Service Agency.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

20. Increase in receivables due to the funding of information management projects in arrears.
21. Increase in payables reflects trade creditors and sundry payables.
22. Increase in employee benefits obligations due to the transfer of employee leave liabilities from the Shared Service Agency.
23. Decrease in capital/contributed equity reflects the transfer of employee leave liabilities from the Shared Service Agency.

Cash Flow Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

24. Increase in funding due to the transfer of functions from the Shared Service Agency.
25. Increase in employee expenses due to the transfer of functions from the Shared Service Agency.
26. Increase in supplies and services due to the transfer of functions from the Shared Service Agency.
27. Decrease in other expenses due to the reduced performance return payment in 2007-08.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

28. Increase in funding due to the transfer of functions from the Shared Service Agency.
29. Increase in employee expenses due to the transfer of functions from the Shared Service Agency.
30. Increase in supplies and services due to the transfer of functions from the Shared Service Agency.
31. Increase in other expenses due to the increased performance return payment in 2008-09.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

32. Increase in funding due to the transfer of functions from the Shared Service Agency.
33. Increase in employee expenses due to the transfer of functions from the Shared Service Agency.
34. Increase in supplies and services due to the transfer of functions from the Shared Service Agency.
35. Increase in other expenses due to the increased performance return payment in 2008-09.

Corporate Administration Agency

Overview

The Corporate Administration Agency (CAA) has been operating as a Shared Service Provider since 1 July 1997, and currently employs approximately 98 full-time equivalent staff. The agency is part of the whole-of-Government Shared Service Initiative which aims to deliver high-quality, value-adding corporate support and facilities management across the Queensland Government.

The primary focus of CAA is to deliver cost-effective and flexible services to statutory bodies and smaller organisations outside the scope of the current Service Provider Initiative. Services delivered by CAA include human resource management, financial management, information management and business systems, and facilities management. Factors impacting on the agency include servicing individual client needs, delivering flexible business systems and promoting the benefits of a shared service model for corporate services. To address these challenges, CAA will work to enhance and develop its client relationships, workforce and profile, and its capacity to deliver new and innovative business solutions.

Review of Performance

Recent Achievements

- Established a remote IT and business system disaster recovery and back-up site to ensure increased security of client data and improved business continuity processes for the CAA and its clients in the event of a situation that affects CAA's primary business location.
- Significant growth in CAA's client base from 15 to 21 since 2006 with the addition of Energy Ombudsman Queensland, Australian Agricultural College Corporation, Queensland Nursing Council, Urban Land Development Authority, Queensland Treasury Corporation and Health Quality and Complaints Commission.
- Successfully integrated the facilities management and building automation systems for the new and refurbished Millennium Arts buildings into the existing Cultural Centre.
- Participated in a review commissioned by Arts Queensland of the CAA facilities management of the Cultural Centre, including the benchmarking of these services against both interstate and international cultural facilities. The benchmarking study indicated that CAA's services are delivered economically and efficiently.

Future Developments

- Further expansion of CAA's client base, with CAA finalising negotiations with several prospective statutory authority clients.
- Working with Arts Queensland to implement recommendations from the review of facilities management services at the Cultural Centre to increase the effectiveness of these services and improve long-term planning outcomes.
- Continue to deliver upgrades, technological improvements and service enhancements to CAA's business systems to better meet clients' emerging business requirements.
- Continue to benchmark CAA's corporate and facilities management services against national and international studies to ensure that effective, value-for-money services are delivered to clients.

Statements

Performance Statement

Measures	Notes	2007-08 Target/Est.	2007-08 Est. Actual.	2008-09 Target/Est.
Financial performance measures				
\$ SSP operating surplus/(deficit)	
% Labour costs as % of total expenses	1	23%	25%	26%
Non-financial performance measures				
Number of FTEs in SSP	2	98	99	103

Notes:

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

Income Statement

Corporate Administration Agency	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Income				
User charges	1,5,9	22,768	23,068	23,945
Grants and other contributions		7,500	7,683	7,683
Other revenue	2,6	1,711	11	11
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		31,979	30,762	31,639
Expenses				
Employee expenses	3,7,10	7,342	7,552	8,248
Supplies and services	4,8,11	23,783	22,383	22,619
Grants and subsidies	
Depreciation and amortisation		302	302	252
Finance/borrowing costs		57	30	25
Other expenses		495	495	495
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		31,979	30,762	31,639
OPERATING SURPLUS/(DEFICIT)	

Statement of Changes in Equity

Corporate Administration Agency	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 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 disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period	
Total recognised income and expense for the period	
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period	

Balance Sheet

Corporate Administration Agency	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CURRENT ASSETS	12,14			
Cash assets		2,859	2,047	2,099
Receivables		1,358	1,790	1,790
Other financial assets	
Inventories		87	47	47
Other		339	137	137
Non-financial assets held for sale	
Total current assets		4,643	4,021	4,073
NON-CURRENT ASSETS	13,15			
Receivables	
Other financial assets	
Property, plant and equipment		555	1,221	1,161
Intangibles		428	525	433
Other	
Total non-current assets		983	1,746	1,594
TOTAL ASSETS		5,626	5,767	5,667
CURRENT LIABILITIES				
Payables		1,761	1,338	1,338
Employee benefits obligations		877	948	948
Interest-bearing liabilities and derivatives		120	128	128
Provisions	
Other	
Total current liabilities		2,758	2,414	2,414
NON-CURRENT LIABILITIES				
Payables	
Employee benefits obligations	
Interest-bearing liabilities and derivatives		217	190	90
Provisions	
Other	
Total non-current liabilities		217	190	90
TOTAL LIABILITIES		2,975	2,604	2,504
NET ASSET/(LIABILITIES)		2,651	3,163	3,163
EQUITY				
Capital/contributed equity		845	823	823
Retained surplus/(accumulated deficit)		1,806	2,340	2,340
Reserves:				
– Asset revaluation reserve	
– Other (specify)	
TOTAL EQUITY		2,651	3,163	3,163

Cash Flow Statement

Corporate Administration Agency	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CASH FLOW FROM OPERATING ACTIVITIES				
Inflows:				
User charges	16,20,22	22,768	23,068	23,945
Grants and other contributions		7,500	7,683	7,683
Other		11	11	11
Outflows:				
Employee costs	17,21,23	(7,342)	(7,552)	(8,248)
Supplies and services		(22,083)	(22,383)	(22,619)
Grants and subsidies	
Borrowing costs		(57)	(30)	(25)
Other	18,24	(495)	(1,089)	(495)
Net cash provided by/(used in) operating activities		302	(292)	252
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	19,25	(100)	(1,575)	(100)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(100)	(1,575)	(100)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions		(100)	(100)	(100)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(100)	(100)	(100)
Net increase/(decrease) in cash held		102	(1,967)	52
Cash at beginning of financial year		2,757	4,014	2,047
Cash transfers from restructure	
Cash at the end of the financial year		2,859	2,047	2,099

Explanation of Variances in the Financial Statements

Income Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

1. The increase is due to new corporate services clients being implemented during 2007-08.
2. Adjustment for internal transfer payments.
3. The increase is due to additional staff being engaged to provide services to additional corporate services clients.
4. Adjustment for internal transfer payments.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

5. The increase is due to new corporate services clients being implemented.
6. The reduction reflects a change in accounting policy which removes amounts relating to internal transfer payments.
7. The increase is due to additional staff being engaged to provide services to additional corporate services clients.
8. Adjustment for internal transfer payments.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

9. The increase is due to new corporate services clients being implemented.
10. The increase is due to additional staff being engaged to provide services to additional corporate services clients.
11. Adjustment for internal transfer payments.

Balance Sheet

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

12. The decrease is principally a result of an investment by the CAA in a computer network upgrade which includes a remote disaster recovery site.
13. The increase is principally a result of an investment by the CAA in a computer network upgrade which includes a remote disaster recovery site.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

14. The decrease is principally a result of an investment by the CAA in a computer network upgrade which includes a remote disaster recovery site.
15. The increase is principally a result of an investment by the CAA in a computer network upgrade which includes a remote disaster recovery site.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

Nil

Cash Flow Statement

16. The increase is due to new corporate services clients being implemented during 2007-08.
17. The increase is due to additional staff being engaged to provide services to additional corporate services clients.
18. The increase reflects unearned revenue received for capital maintenance projects in 2006-07 being expended in 2007-08.
19. The increase is principally a result of an investment by the CAA in a computer network upgrade which includes a remote disaster recovery site.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

20. The increase is due to new corporate services clients being implemented during 2007-08.
21. The increase is due to additional staff being engaged to provide services to additional corporate services clients.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

22. The increase is due to new corporate services clients being implemented during 2007-08.
23. The increase is due to additional staff being engaged to provide services to additional corporate services clients.
24. The increase reflects unearned revenue received for capital maintenance projects in 2006-07 being expended in 2007-08.
25. The decrease is principally a result of an investment by the CAA during 2007-08 in a computer network upgrade which includes a remote disaster recovery site.

Statutory Bodies

Queensland Studies Authority

Overview

The Queensland Studies Authority (QSA) provides support to Queensland schools through syllabus development, assessment, reporting, testing and certification services. It also provides information on requirements for tertiary entrance. The Authority's vision is to provide quality, innovative and future-focused education frameworks for all Queensland students. It continues to work towards high-quality and high-equity educational outcomes for all Queensland students through initiatives such as the Queensland Certificate of Education (QCE) and the Queensland Curriculum, Assessment and Reporting (QCAR) Framework.

The QSA contributes to the whole-of-Government outcome of a *community of well-skilled and knowledgeable people* through the development of products and services that set the foundation for success in the early years, strengthen learning in the middle years, and open a range of opportunities in the senior years of schooling that encourage young people to complete Year 12. The majority of QSA's 231.9 full-time equivalent staff are based at its Brisbane office. Staff are also located in 13 QSA district offices across Queensland.

Review of Performance

Recent Achievements

- Developed a web-based handbook for the Queensland Certificate of Education (QCE) and technical infrastructure for the inaugural awarding of QCEs in December 2008.
- Developed quality assurance processes for authority-registered subjects for the QCE.
- Implemented Phase one of the QCAR Framework in schools by introducing Essential Learnings and Standards, comparable statewide assessment, an Assessment Bank and Guidelines for Reporting.
- Administered the first National Assessment Program - Literacy and Numeracy for students in Years 3, 5, 7 and 9.
- Developed and administered the Queensland Core Skills Test to 28,858 students.
- Issued 41,599 Student Education Profiles, consisting of 41,599 Senior Certificates and 26,760 Tertiary Entrance Statements for Year 12 students in 2007.

Future Developments

- Communicate with relevant stakeholders to realise the full potential of the QCE and work with schools to promote practices in line with the new qualification.
- Finalise the development of the QCAR Assessment Bank in 2008 and continue to increase the number of assessment items to provide teachers with access to a range of quality assessment tools to support everyday assessment practices in schools.
- Partner with the three school sectors to trial the QCAR Framework Queensland Comparable Assessment Tasks in 2008, prior to full implementation in 2009.
- Implement design principles for Preparatory (Prep) Year to Year 12 syllabuses that will contribute to high-quality and high-equity educational outcomes for Queensland students.
- Develop a Prep to Year 3 framework and curriculum guidelines for Year 10 in preparation for the revision of the key learning area (KLA) syllabuses.
- Contribute to the development of a national curriculum through the National Curriculum Board and other bodies.

Statements

Performance Statement

Measures	Notes	2007-08 Target/Est.	2007-08 Est. Actual	2008-09 Target/Est.
Number of syllabuses and support material for the P-12 years of schooling developed or revised		22	22	23
Number of audits of school compliance with the Australian Quality Training Framework Standards	1	60	60	75
Number of subject groups moderated and verified for senior certification	2	8,186	9,148	9,300
Number of students receiving reports on "Year 3,5,7 Aspects of Literacy and Numeracy Test"	3	170,000	169,148	N/A
Number of students receiving reports on "Year 3,5,7,9 Aspects of Literacy and Numeracy Test"	3	N/A	N/A	220,000
Number of students receiving Student Education Profiles		41,717	41,599	42,700
The percentage of stakeholders surveyed who consider the syllabuses and support materials developed by the authority to be satisfactory		80%	80%	80%
External Audit of the QSA VET management processes demonstrates compliance with the Australian Quality Training Framework Standards and national benchmarks		Compliance Achieved	Compliance Achieved	Compliance Achieved
Quality of certification processes: the percentage of all OP eligible Year 12 students whose OP changed following request for verification of the Tertiary Entrance Statement		0.0%	0.0%	0.0%
The percentage of principals rating the "Year 3,5,7 Aspects of Literacy and Numeracy Test" materials as a good or very good tool to account for and to contribute to the improvement of students learning	3	75-80%	79%	N/A
Syllabuses and support materials for the P-12 years of schooling made available to schools within the agreed government timeframes		Timelines met	Timelines met	Timelines met

Measures	Notes	2007-08 Target/Est.	2007-08 Est. Actual	2008-09 Target/Est.
Testing and the distribution of reports for Student Education Profiles and the "Years 3,5,7 Aspects for Literacy and Numeracy Test" are delivered within agreed stakeholders timeframes	3	Timelines met	Timelines met	N/A
Average cost per school of external audit as a Registered Training Organisation (\$)	4	12,081	13,364	11,066
Average cost per syllabus revision (\$)		71,602	69,724	69,027
Average cost per student of developing and issuing Student Education Profile (\$)		243	254	256
Average cost per student of developing and issuing the student literacy and numeracy reports (\$)	3	18	17	33
Average cost per student of tertiary entrance and pathways information programs (\$)		10	9	9
State Contribution (\$'000)		34,158	35,015	33,211
Other Revenue (\$'000)		1,964	3,685	2,792
Total Cost (\$'000)		35,763	36,636	35,459

Notes:

1. These figures are for on-site audits only and exclude desktop audits. The *Australian Quality Training Framework Standards for State and Territory Registering/Course Accrediting Bodies* (AQTF) is used to determine when on-site audits have to be conducted. The frequency of audits is determined on a risk management approach based on the current status of compliance and the degree of risk incurred. From 2008-09, the revised version of the AQTF will be used which requires an increased number of Audits.
2. Increase is due to a change in reporting criteria to include single student subject groups which were not previously reported
3. From 2008-09, the "Years 3,5,7 Aspects of Literacy and Numeracy Test" is replaced by the "National Assessment Program in Literacy and Numeracy Test". This test includes the Year 9 cohort. As this is a national test, the output is no longer the sole responsibility of the QSA.
4. Decreased cost of audit is due to an increase in the number of audits as per Note 1 above. When applied to relatively fixed costs, this results in a decrease to the average cost.

Income Statement

Queensland Studies Authority	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Income				
User charges	1,5,8	1,344	2,721	2,192
Grants and other contributions	2,6,9	34,158	35,015	33,211
Other revenue		620	964	600
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		36,122	38,700	36,003
Expenses				
Employee expenses	3,10	22,207	22,908	22,446
Supplies and services	7,11	11,726	11,982	11,006
Grants and subsidies	
Depreciation and amortisation		1,613	1,511	1,849
Finance/borrowing costs		173	113	113
Other expenses		44	32	45
Losses on sale/revaluation of property, plant and equipment and investments		..	90	..
Total expenses		35,763	36,636	35,459
OPERATING SURPLUS/(DEFICIT)	4,12	359	2,064	544

Statement of Changes in Equity

Queensland Studies Authority	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments		..	309	..
Increase/ (decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		..	309	..
Surplus/(deficit) for the period		359	2,064	544
Total recognised income and expense for the period		359	2,373	544
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		359	2,373	544

Balance Sheet

Queensland Studies Authority	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CURRENT ASSETS				
Cash assets	13,24	4,423	3,911	4,758
Receivables		754	582	501
Other financial assets	
Inventories		331	120	120
Other		..	86	266
Non-financial assets held for sale	
Total current assets		5,508	4,699	5,645
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	14,19,25	2,186	2,107	1,729
Intangibles		4,315	7,493	6,222
Other	
Total non-current assets		6,501	9,600	7,951
TOTAL ASSETS		12,009	14,299	13,596
CURRENT LIABILITIES				
Payables	15,20	484	671	609
Employee benefits obligations		2,374	1,698	1,573
Interest-bearing liabilities and derivatives	
Provisions	
Other		..	88	64
Total current liabilities		2,858	2,457	2,246
NON-CURRENT LIABILITIES				
Payables	16,21,26
Employee benefits obligations	
Interest-bearing liabilities and derivatives		2,942	1,271	235
Provisions	
Other	
Total non-current liabilities		2,942	1,271	235
TOTAL LIABILITIES		5,800	3,728	2,481
NET ASSETS/(LIABILITIES)		6,209	10,571	11,115
EQUITY				
Capital/contributed equity	17,22	3,218	4,841	4,841
Retained surplus/(accumulated deficit)	18,23	2,991	5,730	6,274
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		6,209	10,571	11,115

Cash Flow Statement

Queensland Studies Authority	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	27,31	1,344	2,513	2,218
Grants and other contributions	28,34	33,216	35,015	33,211
Other		620	1,244	834
Outflows:				
Employee costs	29,35	(22,144)	(23,064)	(22,571)
Supplies and services	32,36	(11,536)	(11,942)	(11,260)
Grants and subsidies	
Borrowing costs		(173)	(113)	(113)
Other		(44)	(293)	(236)
Net cash provided by/(used in) operating activities		1,283	3,360	2,083
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	30,33,37	(1,302)	(4,976)	(200)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,302)	(4,976)	(200)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions		(629)	(753)	(1,036)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(629)	(753)	(1,036)
Net Increase/(decrease) in cash held		(648)	(2,369)	847
Cash at the beginning of financial year		5,071	6,280	3,911
Cash transfers from restructure	
Cash at the end of financial year		4,423	3,911	4,758

Explanation of Variances in the Financial Statements

Income Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

1. Impact of higher than expected revenue from conferences and other user charges.
2. Impact of one-off DETA contribution for Assessment Bank.
3. Impact of additional staffing for completion of Queensland Curriculum Assessment and Reporting (QCAR) initiatives.
4. Impact of one-off DETA contribution for Assessment Bank.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

5. Impact of higher than projected revenue from conferences and other user charges.
6. Impact of cessation of QCAR Phase One.
7. Impact of reduction in payments to schools relating to consultative activities within the QCAR project.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

8. Impact of lower than expected revenue from conferences and other user charges.
9. Impact of cessation of QCAR Phase One as well as one-off DETA contribution for Assessment Bank.
10. Impact of reduction in staffing from completion of QCAR Phase One.
11. Impact of reduction in payments to schools relating to consultative activities within the QCAR project and consultancy costs.
12. Impact of one-off DETA contribution for Assessment Bank.

Balance Sheet

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

13. Impact of the use of cash reserves to fund completion of SLIMS application development.
14. Impact of additional expenditure on Senior Learning Information Management System (SLIMS) and Assessment Bank applications.
15. Impact of Queensland Studies Authority (QSA) recreation leave management policy implementation and over-estimate in 2007-08 Budget.
16. Impact of supplementary loan repayments.
17. Difference is due to the flow through impact of the 2006-07 audited actuals results.
18. Impact of prior year adjustment reclassifying unearned revenue as revenue and higher than anticipated operating surplus.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

19. Impact of additional expenditure on SLIMS and Assessment Bank applications
20. Impact of QSA recreation leave management policy implementation, and reduction in staffing from completion of QCAR Phase One.
21. Impact of supplementary loan repayments.
22. Difference is due to the flow through impact of the 2006-07 audited actuals results.
23. Impact of prior year adjustment reclassifying unearned revenue as revenue and higher than anticipated operating surplus.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

24. Impact of operating surplus.
25. Impact of SLIMS and Assessment Bank applications amortisation.
26. Impact of supplementary loan repayments.

Cash Flow Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

27. Impact of higher than expected revenue from conferences and other user charges.
28. Impact of one-off DETA contribution for Assessment Bank.
29. Impact of additional staffing for completion of QCAR initiatives.
30. Impact of additional expenditure on SLIMS and Assessment Bank applications.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

31. Impact of higher than expected revenue from conferences and other user charges.
32. Impact of cessation of QCAR Phase One.
33. Impact of additional expenditure on SLIMS and Assessment Bank applications.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

34. Impact of one-off DETA contribution for Assessment Bank cessation of QCAR Phase One.
35. Impact of reduction in staffing from completion of QCAR Phase One.
36. Impact of cessation of QCAR Phase One.
37. Impact of additional expenditure on SLIMS and Assessment Bank applications.

Australian Agricultural College Corporation

Overview

The Australian Agricultural College Corporation's (AACC) key strategic direction is to strengthen the foundations for the sustainable future and growth of Queensland's rural industries, through the provision of quality education and training based on relevant industry research and practice.

The AACC contributes to the Government's outcomes of *a strong and diversified economy* and *a community of well skilled and knowledgeable people* by actively engaging with industry and government representative groups. The AACC aligns training to the needs of rural industries by providing consistent, high-quality training and education outcomes that provide and sustain the skills of rural workforces, industries and communities.

In 2007-08, the AACC had an estimated 220 full-time equivalent staff.

Review of Performance

Recent Achievements

- Conducted extensive stakeholder consultation in collaboration with the Department of Education, Training and the Arts to develop a new strategic direction through integrated strategies with the Department of Primary Industries and Fisheries.
- Developed collaborative and strengthened partnerships with a variety of stakeholders and increased asset utilisation.
- Developed opportunities to blend "research to practice models" into a recognised accreditation system that support the government's rural skills training and labour strategies.
- Improved management of seasonal activities including mitigation of the impacts of drought and flooding.

Future Developments

- Develop stronger and closer links to the Department of Primary Industries and Fisheries, integrating rural industry research and demonstration activities into the training environment.
- Expand industry links with representative rural and regional organisations to ensure effective demand planning and forecasting.
- Review and upgrade the AACC's infrastructure and asset base to build capacity and develop centres of excellence for rural training.
- Encourage business restructuring to support the capabilities to best achieve performance targets.

Statements

Performance Statement

Measures	Notes	2007-08 Target/Est.	2007-08 Est. Actual	2008-09 Target/Est.
Total number of VET students		3,000	3,293	3,500
Total competencies successfully completed		17,000	17,200	19,495
Level of stakeholder satisfaction with VET training services and products				
• Student Outcomes	1	80%	85%	85%
• Employers views	1	80%	90%	90%
Percentage of successfully completed competencies compared with all modules assessed		85%	85%	87%
Proportion of VET activity delivered in regional Queensland	2	100%	100%	100%
Average cost per competency successfully completed	3	\$990	\$972	\$906
State Contribution - VET (\$'000)	4	16,843	16,726	17,669
Other Revenue (\$'000)	5	7,851	7,968	8,811
Total Cost (\$'000)		24,694	24,694	26,480

Notes:

1. The current estimate is based on feedback from industry and students. The level of stakeholder satisfaction will be formally surveyed at the end of second semester 2008.
2. Although all the AACC campuses are regionally based, there are increasing levels of urban students attending these campuses.
3. The average cost per competency decreased for 2007-08 estimated actual reflecting an increase in successfully completed competencies against a reduced estimated funding base (due to lower delivery in User Choice activity). The cost is further expected to decrease for 2008-09.
4. State contribution funding for 2008-09 will increase due to provision made for enterprise bargaining and carryover capital funding.
5. The increase in Other Revenue reflects increased production activity and fee for service training associated with increased rainfall during 2007 and projected into 2008, after a prolonged period of drought.

Income Statement

Australian Agricultural College Corporation	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Income				
User charges	4	2,389	2,389	2,391
Grants and other contributions		18,403	18,403	19,992
Other revenue	1	3,911	3,902	4,097
Gains on sale/revaluation of property, plant and equipment and investments		(9)
Total income		24,694	24,694	26,480
Expenses				
Employee expenses	2,3	13,175	14,378	14,393
Supplies and services		5,114	5,016	5,565
Grants and subsidies	
Depreciation and amortisation		4,110	4,110	4,192
Finance/borrowing costs		170	150	120
Other expenses		2,095	2,040	2,210
Losses on sale/revaluation of property, plant and equipment and investments		30
Total expenses		24,694	25,694	26,480
OPERATING SURPLUS/(DEFICIT)		..	(1,000)	..

Statement of Changes in Equity

Australian Agricultural College Corporation	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		..	(1,000)	..
Total recognised income and expense for the period		..	(1,000)	..
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		..	(1,000)	..

Balance Sheet

Australian Agricultural College Corporation	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CURRENT ASSETS				
Cash assets	5	2,812	3,622	4,792
Receivables	6	3,419	1,760	1,791
Other financial assets	
Inventories		445	427	429
Other		5	22	22
Non-financial assets held for sale	
Total current assets		6,681	5,831	7,034
NON-CURRENT ASSETS				
Receivables	
Other financial assets		114	139	142
Property, plant and equipment		91,025	89,586	87,894
Intangibles	
Other	7,10	7,341	6,633	6,958
Total non-current assets		98,480	96,358	94,994
TOTAL ASSETS		105,161	102,189	102,028
CURRENT LIABILITIES				
Payables		358	607	607
Employee benefits obligations	9,11	2,159	1,830	1,980
Interest-bearing liabilities and derivatives		727	690	390
Provisions	
Other	8	809	449	538
Total current liabilities		4,053	3,576	3,515
NON-CURRENT LIABILITIES				
Payables	
Employee benefits obligations	12	1,742	1,756	1,956
Interest-bearing liabilities and derivatives		1,206	1,238	938
Provisions	
Other		130
Total non-current liabilities		3,078	2,994	2,894
TOTAL LIABILITIES		7,131	6,570	6,409
NET ASSETS/(LIABILITIES)		98,030	95,619	95,619
EQUITY				
Capital/contributed equity	
Retained surplus/(accumulated deficit)		36,212	34,162	34,162
Reserves:				
- Asset revaluation reserve		61,818	61,457	61,457
- Other (specify)	
TOTAL EQUITY		98,030	95,619	95,619

Cash Flow Statement

Australian Agricultural College Corporation	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	15	1,159	1,159	2,376
Grants and other contributions	16	18,403	18,403	19,992
Other		3,889	3,880	4,155
Outflows:				
Employee costs	13,14	(12,825)	(14,028)	(14,043)
Supplies and services		(4,923)	(4,883)	(5,552)
Grants and subsidies	
Borrowing costs		(170)	(150)	(120)
Other		(2,310)	(2,225)	(2,535)
Net cash provided by/(used in) operating activities		3,223	2,156	4,273
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		620
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	17	(2,066)	(2,066)	(2,500)
Payments for investments		(2)	(2)	(3)
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,448)	(2,068)	(2,503)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings		(87)
Equity injections	
Outflows:				
Borrowing redemptions		(800)	(800)	(600)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(887)	(800)	(600)
Net Increase/(decrease) in cash held		888	(712)	1,170
Cash at the beginning of financial year		1,924	4,334	3,622
Cash transfers from restructure	
Cash at the end of financial year		2,812	3,622	4,792

Explanation of Variances in the Financial Statements

Income Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

1. While no change is anticipated, the impact of the drought prior to significant rainfall would have resulted in this revenue being significantly lower.
2. Increase in employee expenses was identified after the 2007-08 budget process due to the impact of a shift between contract resources and temporary staff.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

3. Increase in employee expenses is related to enterprise bargaining, coupled with minor efficiency gains predicted.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

4. The 2008-09 estimate is reflective of 2007-08 due to the uncertainty of growth in fee for service training impacted on by flood and drought across AACC campuses.

Balance Sheet

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

5. Increase in cash balance due to significantly improved debtor management practices, partly offset by an increase in costs associated with employee expenses and reduced user choice income.
6. Improved debtor management practices have reduced student receivables and other receivables.
7. Decrease in biological asset values due to changes to livestock programs which are more fully integrated and managed across campuses.
8. Decrease in other current liabilities relates to improved activity in the management of unearned revenue.
9. AACC is developing an improved management policy in relation to the taking of annual leave to affect a greater work/life balance and as a result, experienced a reduction in the liability to that initially budgeted.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

10. Increase in biological asset values due to estimated improved world market conditions in both plant and animal areas of training activity.
11. Although a reduction from the initial 2007-08 Budget occurred, an increase in liability from the 2007-08 Estimated Actual is expected over the next 12 months.
12. At present, AACC sits outside the Government long service leave levy scheme resulting in the increase in this liability for staff that move in from Government. This issue coupled with a majority of the AACC workforce having worked for the corporation for between 10 to 30 years impacts on a growing liability.

Cash Flow Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

13. Increase due to the impact of a shift between contract resources and temporary staff.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

14. Increase in employee expenses is limited to enterprise bargaining, coupled with minor efficiency gains predicted.
15. The increase is expected as a flow on from improved debtor management and collection activity.
16. Increase due to anticipated carryover of 25% of capital grant, coupled with full year funding provision for enterprise bargaining.
17. Increase due to expanded capital activity resulting from growth in strategic plans.

Southbank Institute of Technology

Overview

Southbank Institute of Technology (SBIT) was established as a statutory institute of the Department of Education, Training and the Arts on 1 April 2008. The Institute's mission is to 'empower people for rewarding careers in the global community' as Queensland's lead vocational education and training provider of high-level skills training.

SBIT offers a range of high-level vocational qualifications, associate degrees, university pathways and articulation arrangements in key industries.

At the end of 2007-08, it is estimated that the Institute will utilise over 700 full-time equivalent departmental staff and 17 full-time equivalent staff will be directly engaged by the statutory institute.

SBIT also manages delivery across TAFE Queensland Institutes of two Commonwealth programs of over \$20 million annually - Adult Migrant English (AMEP) and Language, Literacy and Numeracy (LLNP).

Review of Performance

Recent Achievements

- Provided leadership in developing and establishing a commercially focused governance model for Queensland TAFE Institutes, a key initiative of the *Queensland Skills Plan* and transitioned to become the first Statutory Institute under these arrangements.
- Consulted with industry to develop and achieve accreditation of 14 new vocational graduate diplomas and certificates and began delivery in each.
- Commenced students in the first higher education products for the Institute with students graduating in an Associate Degree in Civil Engineering and a Diploma of Computer-Assisted Drafting.
- Achieved 25 new articulation pathways to Australian universities and a new overseas partnership with China. SBIT now have over 50 pathways to universities.

Future Developments

- Continue to embed and leverage the new statutory governance arrangements to improve responsiveness to industry and business needs and increase commercial revenue.
- Project manage the \$550 million, Southbank Education and Training Precinct Redevelopment project ahead of schedule.
- Further expand delivery of customised corporate sector training and education solutions to Queensland and Australian enterprises.
- Continue to grow international business through both delivery to international students onshore and delivery of programs offshore.
- Launch a new suite of programs targeted at senior school students to fast track attainment of vocational and higher education qualifications.
- Offer FEE-HELP in both higher education and vocational full fee-for-service programs under the *Higher Education Support Amendment (VET FEE-HELP Assistance) Act 2008*.
- Invest in the development and renewal of education products to ensure key skills shortages in the Queensland economy are bridged.

Statements

Performance Statement

Measures	Notes	2007-08 Target/Est.	2007-08 Est. Actual	2008-09 Target/Est.
Total number of students:				
• Southbank Institute of Technology	1,2	N/A	N/A	25,000-26,000
• Higher-level training (Cert IV and above)	1,2	N/A	N/A	9,000-10,000
• Mature age	1,2	N/A	N/A	4,500-5,000
• 15-17 year olds	1,2	N/A	N/A	2,000-2,500
Total qualifications completed:				
• Southbank Institute of Technology	1,2	N/A	N/A	6,500-7,500
Total competencies successfully completed:				
• Southbank Institute of Technology	1,2	N/A	N/A	135,000-145,000
• Higher-level training (Cert IV and above)	1,2	N/A	N/A	70,000-75,000
Employment/further study outcome	1	N/A	N/A	92%
Number of full fee paying international students	1	N/A	N/A	2,600
Non-government revenue (\$'000)	1	N/A	N/A	43,525
Level of stakeholder satisfaction with services and products:				
• Student Satisfaction Survey		N/A	N/A	89%
• Employer Satisfaction Survey		N/A	N/A	81%
Percentage of successful competencies as a proportion of all attempted competencies		N/A	N/A	80%
Average cost per competency successfully completed (\$)	1,3	N/A	N/A	950
Southbank Institute of Technology (All) funding (\$'000)		N/A	N/A	118,909
State Contribution (\$'000)	1	N/A	N/A	75,384
Other Revenue (\$'000)	1	N/A	N/A	43,525
Total Cost (\$'000)	1	N/A	N/A	117,913

Notes:

1. Southbank Institute of Technology (SBIT) became a Statutory Authority on 1 April 2008. To maintain comparability of reporting, SBIT activity has been included in the Vocational Education and Training Services Performance Statement for TAFE measures in the 2007-08 Target / Estimate and 2007-08 Estimated Actuals columns.
2. The utilisation of ranges is an essential tool in providing realistic VET targets for measures subject to time-lags in reporting and market conditions.
3. This measure includes full cost of facilities and infrastructure.

Income Statement

Southbank Institute of Technology	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Income				
User charges	1,5	9,208	9,208	43,141
Grants and other contributions	1,5	23,029	23,029	75,384
Other revenue	1,5	384
Gains on sale/revaluation of property, plant and equipment and investments				
Total income		32,237	32,237	118,909
Expenses				
Employee expenses	2,6	2,550
Supplies and services	1,5	27,165	27,165	83,623
Grants and subsidies	
Depreciation and amortisation	1,5	1,868	1,868	3,572
Finance/borrowing costs	3,7	24,046
Other expenses	1,5	1,610	1,610	4,122
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		30,643	30,643	117,913
OPERATING SURPLUS/(DEFICIT)		1,594	1,594	996

Statement of Changes in Equity

Southbank Institute of Technology	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		1,594	1,594	996
Total recognised income and expense for the period		1,594	1,594	996
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	4,8	44,779	44,779	..
Total movement in equity for period		46,373	46,373	996

Balance Sheet

Southbank Institute of Technology	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CURRENT ASSETS				
Cash assets	9,12	6,822	6,822	20,787
Receivables		5,817	5,817	4,304
Other financial assets	
Inventories		28	28	25
Other		668	668	374
Non-financial assets held for sale	
Total current assets		13,335	13,335	25,490
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	10,13	46,688	46,688	265,585
Intangibles		708	708	688
Other	
Total non-current assets		47,396	47,396	266,273
TOTAL ASSETS		60,731	60,731	291,763
CURRENT LIABILITIES				
Payables		4,691	4,691	3,624
Employee benefits obligations		229
Interest-bearing liabilities and derivatives	
Provisions	
Other		9,667	9,667	10,829
Total current liabilities		14,358	14,358	14,682
NON-CURRENT LIABILITIES				
Payables	
Employee benefits obligations	
Interest-bearing liabilities and derivatives	11,14	229,712
Provisions	
Other	
Total non-current liabilities		229,712
TOTAL LIABILITIES		14,358	14,358	244,394
NET ASSETS/(LIABILITIES)		46,373	46,373	47,369
EQUITY				
Capital/contributed equity		44,779	44,779	44,779
Retained surplus/(accumulated deficit)		1,594	1,594	2,590
Reserves:				
- Asset revaluation reserve	
- Other (specify)	
TOTAL EQUITY		46,373	46,373	47,369

Cash Flow Statement

Southbank Institute of Technology	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	15,19	10,397	10,397	44,654
Grants and other contributions	15,19	23,029	23,029	75,384
Other	15,19	384
Outflows:				
Employee costs	15,19	(2,321)
Supplies and services	15,19	(38,205)	(38,205)	(84,394)
Grants and subsidies	
Borrowing costs	15,19	(24,046)
Other	15,19	(1,610)	(1,610)	(4,122)
Net cash provided by/(used in) operating activities		(6,389)	(6,389)	5,539
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	16,20	15,770
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	15,17, 19,21	(904)	(904)	(6,357)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(904)	(904)	9,413
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	18,22	(988)
Equity withdrawals	
Net cash provided by/(used in) financing activities		(988)
Net Increase/(decrease) in cash held		(7,293)	(7,293)	13,964
Cash at the beginning of financial year		6,823
Cash transfers from restructure		14,116	14,116	..
Cash at the end of financial year		6,823	6,823	20,787

Explanation of Variances in the Financial Statements

Income Statement

Major variations between 2007-08 Budget and the 2008-09 Estimate include:

1. Increase due to Southbank Institute of Technology being established as a Statutory Body on 1 April, 2008. 2007-08 Budget and 2007-08 Estimated Actual is based on three months operation as a Statutory Body.
2. Increase due to a small number of staff becoming directly engaged by the Statutory TAFE Institute.
3. The Public Private Partnership (PPP) arrangement is treated for accounting purposes as a finance lease. This expense reflects the interest portion of the lease.
4. Increase due to Southbank Institute of Technology being established as a Statutory Body on 1 April, 2008. This represents the contributed equity from the Department of Education, Training and the Arts.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

5. Increase due to Southbank Institute of Technology being established as a Statutory Body on 1 April, 2008. 2007-08 Budget and 2007-08 Estimated Actual is based on three months operation as a Statutory Body.
6. Increase due to a small number of staff becoming directly engaged by the Statutory TAFE Institute.
7. The PPP arrangement is treated for accounting purposes as a finance lease. This expense reflects the interest portion of the lease.
8. Increase due to Southbank Institute of Technology being established as a Statutory Body on 1 April, 2008. This represents the contributed equity from the Department of Education, Training and the Arts.

Balance Sheet

Major variations between 2007-08 Budget and 2008-09 Estimate include:

9. Increase in cash mostly due to sale of property.
10. The PPP arrangement is treated for accounting purposes as a finance lease. This increase represents the anticipated transfer of finance lease asset from the department.
11. The PPP arrangement is treated for accounting purposes as a finance lease. This increase represents the anticipated transfer of finance lease liability from the department.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

12. Increase in cash mostly due to sale of property.
13. The PPP arrangement is treated for accounting purposes as a finance lease. This increase represents the anticipated transfer of finance lease asset from the department.
14. The PPP arrangement is treated for accounting purposes as a finance lease. This increase represents the anticipated transfer of finance lease liability from the department.

Cash Flow Statement

Major variations between 2007-08 Budget and 2008-09 Estimate include:

15. Increase due to Southbank Institute of Technology being established as a Statutory Body on 1 April, 2008. 2007-08 Budget and 2007-08 Estimated Actual is based on three months operation as a statutory body.
16. Increase due to sale of a portion of Morningside campus.
17. Increase due to investment in the Southbank Education & Training Precinct and ICT infrastructure which enhance the learning experience for students.
18. The PPP arrangement is treated for accounting purposes as a finance lease. This increase represents the reduction in the principal portion of the lease liability.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

19. Increase due to Southbank Institute of Technology being established as a Statutory Body on 1 April, 2008. 2007-08 Budget and 2007-08 Estimated Actual is based on three months operation as a statutory body.
20. Increase due to sale of a portion of Morningside campus.
21. Increase due to investment in the Southbank Education & Training Precinct and ICT infrastructure which enhance the learning experience for students.
22. The PPP arrangement is treated for accounting purposes as a finance lease. This increase represents the reduction in the principal portion of the lease liability.

Library Board of Queensland

Overview

The State Library of Queensland is the primary custodian of Queensland's documentary heritage. It is a major research and reference library and partners with local governments to provide library services for over 330 public libraries through leadership, the provision of grant funding and support services. At the end of 2007-08, there will be an estimated 292 full-time equivalent staff and 100 volunteers.

The State Library contributes to the Government's outcomes of *a community of well-skilled and knowledgeable people*, and *a fair, socially cohesive and culturally vibrant society* by creatively linking Queenslanders with information, knowledge and each other. A key challenge for the State Library is optimising the benefits of internet services and information and communication technologies. The State Library's direction is articulated in its *Enriching the lives of Queenslanders* policy, which focuses on three objectives: learning for all, Queensland memory: today for tomorrow, and community connections.

Review of Performance

Recent Achievements

- Opened the new State Library in November 2006, attracting an estimated 960,000 visits in 2007-08. The building won the Royal Australian Institute of Architects' Australian Building of the Year (2007) Award.
- Expended \$3.25 million to deliver public programs, including exhibitions, talks, forums and training programs. In 2007-08, 300,000 people attended public programs, including 100,000 participants in creative learning programs for children and their families.
- Launched the kuril dhagun Indigenous Knowledge Centre in the new State Library, opened Indigenous Knowledge Centres in Kubin, Iama (Yam Island), Dauan and Boigu, and commenced the establishment of an Indigenous Knowledge Centre in Hopevale. In recognition of these achievements, the State Library was awarded the Premier's 2007 Public Sector Partnerships and Reconciliation Award.

Future Developments

- Develop *The Edge* in partnership with Arts Queensland as a shared facility across the Cultural Centre to offer exciting programs and resources for young people.
- Progress the Queensland Digital Content Strategy to increase online access and the digital preservation of Queensland's documentary and cultural heritage.
- Develop, in partnership with National and State Libraries Australasia, the *Re-imagining Library Services* Strategic Plan to reposition how state and national libraries deliver services in a digital environment.
- Implement strategies in the positioning paper, *Expanding Horizons: Positioning Queensland Public Libraries for the Future 2008-12*, to promote library service best practice throughout Queensland.
- Develop the *Keeping Culture Strong* initiative, to support Aboriginal and Torres Strait Islander communities to access, preserve, create and share their cultural knowledge through use of digital technologies.
- Develop the *Queensland People's Network* initiative to advocate for more equitable online access throughout Queensland, increase access to digital collections and services, and deliver learning programs for public library staff and the community.

Statements

Performance Statement

Measures	Notes	2007-08 Target/Est. '000	2007-08 Est. Actual '000	2008-09 Target/Est. '000
Items in the Collection				
State reference and heritage collections		1,998	1,999	2,016
Physical items		1,951	1,950	1,960
Items digitised by the State Library		43	44	51
Online titles in statewide databases		4	5	5
Queensland public libraries lending collection (physical items)	1	980	935	470
Additions to the Collection				
State reference and heritage collections		47	53	42
Physical items	2	40	46	35
Items digitised by the State Library		7	7	7
Queensland public libraries lending collection (physical items)	1	99	85	25
Visits				
Onsite		720	960	980
Page requests to the website		13,000	12,900	13,000
Usage of the Collection				
State reference and heritage collections		420	410	420
Queensland public libraries lending collection	1	450	450	200
Participants in public programs		250	300	330
Client satisfaction with collections, services and public programs		87%	93%	90%
% of complex reference inquiries fulfilled within timeframes set by client service standards		90%	93%	90%
Total borrowing from public libraries		40,000	40,168	40,050
% of complex reference inquiries from regional Queensland		16%	19%	18%
% of grants to regional Queensland		61%	61%	61%
% of Indigenous Councils with a library service		54%	54%	56%
State Contribution (\$'000)		47,101	47,101	51,148
Other Revenue (\$'000)	3	4,692	4,180	3,183
Total Cost (\$'000)		49,172	48,781	52,686

Notes:

- Variation between 2007-08 Target, 2007-08 Estimated Actual and 2008-09 Target is attributed to changes in the model of service delivery for some libraries due to local government amalgamations. A higher proportion of public library grant funding for the purchase of books and other library materials is being transferred from the Country Lending Service (administered by the State Library) directly to local governments.
- Variation between 2007-08 Target, 2007-08 Estimated Actual and 2008-09 Target is due to a reallocation of the budget to digital resources.
- Variation between 2007-08 Target and 2007-08 Estimated Actual is due to an estimated reduction in Queensland Library Foundation revenue.

Income Statement

Library Board of Queensland	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Income				
User charges	5,11	1,757	1,757	1,536
Grants and other contributions	1,6,12	49,083	48,421	51,694
Other revenue		953	1,103	1,101
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		51,793	51,281	54,331
Expenses				
Employee expenses		20,131	20,131	20,913
Supplies and services	2,7,13	11,929	12,189	14,215
Grants and subsidies		15,749	15,686	16,808
Depreciation and amortisation	3,8	738	598	581
Finance/borrowing costs		15	13	5
Other expenses	4,9	610	164	164
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		49,172	48,781	52,686
OPERATING SURPLUS/(DEFICIT)	10,14	2,621	2,500	1,645

Statement of Changes in Equity

Library Board of Queensland	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		3,588	2,017	2,115
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		3,588	2,017	2,115
Surplus/(deficit) for the period		2,621	2,500	1,645
Total recognised income and expense for the period		6,209	4,517	3,760
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		6,209	4,517	3,760

Balance Sheet

Library Board of Queensland	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CURRENT ASSETS				
Cash assets		8,663	7,942	8,140
Receivables	15,16	968	1,586	1,586
Other financial assets	
Inventories		..	145	145
Other		411	329	329
Non-financial assets held for sale	
Total current assets		10,042	10,002	10,200
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	18	87,501	84,138	87,461
Intangibles		244	255	352
Other	
Total non-current assets		87,745	84,393	87,813
TOTAL ASSETS		97,787	94,395	98,013
CURRENT LIABILITIES				
Payables		1,162	1,389	1,390
Employee Benefits Obligations		1,481	1,604	1,604
Interest-bearing liabilities and derivatives	17,19	140	140	12
Provisions	
Other		258	40	25
Total current liabilities		3,041	3,173	3,031
NON-CURRENT LIABILITIES				
Payables	
Employee Benefits Obligations		369	385	385
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		369	385	385
TOTAL LIABILITIES		3,410	3,558	3,416
NET ASSETS/(LIABILITIES)		94,377	90,837	94,597
EQUITY				
Capital/Contributed equity		1,432	1,447	1,447
Retained surplus/(Accumulated deficit)		48,537	48,130	49,775
Reserves:				
- Asset revaluation reserve		44,408	41,260	43,375
- Other (specify)	
TOTAL EQUITY		94,377	90,837	94,597

Cash Flow Statement

Library Board of Queensland	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		1,995	1,713	1,758
Grants and other contributions		49,083	48,421	51,694
Other		1,879	2,029	2,028
Outflows:				
Employee costs		(20,131)	(20,131)	(20,913)
Supplies and services	20,21,22	(11,929)	(14,215)	(14,215)
Grants and subsidies		(15,749)	(15,686)	(16,808)
Borrowing costs		(15)	(13)	(5)
Other		(1,774)	(1,328)	(1,327)
Net cash provided by/(used in) operating activities		3,359	790	2,212
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles		(1,963)	(1,797)	(1,886)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,963)	(1,797)	(1,886)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions		(136)	(136)	(128)
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities		(136)	(136)	(128)
Net Increase/(decrease) in cash held		1,260	(1,143)	198
Cash at the beginning of financial year		7,403	9,085	7,942
Cash transfers from restructure	
Cash at the end of financial year		8,663	7,942	8,140

Explanation of Variances in the Financial Statements

Income Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

1. Decrease is due to an estimated reduction in Queensland Library Foundation revenue.
2. Increase is due to the reclassification of operating lease expenditure from other expenses to supplies and services.
3. Decrease is due to lower than expected furniture, fittings and equipment costs from the fit-out of the redeveloped State Library being recognised as capital.
4. Decrease is due to the reclassification of operating lease expenditure from other expenses to supplies and services.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

5. Decrease is principally due to the cessation of Qld.Comm Books (LOTE purchasing service), offset by increases in Bookshop and other sales.
6. Increase results from the return of Facilities Management funding from Arts Queensland, provision for Enterprise Bargaining and public library grant growth funding.
7. Increase is due to the reclassification of operating lease expenditure from other expenses to supplies and services and also the return of Facilities Management funding from Arts Queensland.
8. Decrease is due to lower than expected furniture, fittings and equipment costs from the fit-out of the redeveloped State Library being recognised as capital.
9. Decrease is due to the reclassification of operating lease expenditure from other expenses to supplies and services.
10. Decrease is due to an estimated reduction in the Queensland Library Foundation surplus as the Imagine campaign nears completion.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

11. Decrease is principally due to the cessation of Qld.Comm Books (LOTE purchasing service), offset by increases in Bookshop sales.
12. Increase results from the return of Facilities Management funding from Arts Queensland, provision for Enterprise Bargaining and public library grant growth funding.
13. Increase is due to the return of Facilities Management funding from Arts Queensland.
14. Decrease is due to an estimated reduction in the Queensland Library Foundation surplus as the Imagine campaign nears completion.

Balance Sheet

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

15. Increase reflects the increased operating activities of the State Library.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

16. Increase reflects the increased operating activities of the State Library.
17. Decrease is due to the declining outstanding loan balance.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

18. Increase to reflect anticipated asset revaluation.
19. Decrease is due to the declining outstanding loan balance.

Cash Flow Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

20. Increase is due to the reclassification of operating lease expenditure from other expenses.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

21. Increase is due to the reclassification of operating lease expenditure from other expenses and also the return of Facilities Management funding from Arts Queensland.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

22. Increase is due to the return of Facilities Management funding from Arts Queensland.

Queensland Art Gallery

Overview

The Queensland Art Gallery (QAG), now a two-site institution incorporating the new Gallery of Modern Art (GoMA), is Queensland's premier visual arts institution and a leading art museum nationally. The Gallery's driving philosophy is to connect art and people, and in doing so, it makes a significant contribution to the Government's outcome of *a fair, socially cohesive and culturally vibrant society*. The Gallery employed an estimated 215 full-time equivalent staff and 81 volunteers in 2007-08.

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

Review of Performance

Recent Achievements

- Opened GoMA in December 2006 representing the beginning of a significant new phase in the Gallery's history. GoMA and QAG have together become a prominent cultural tourism destination for local, national and international visitors, attracting an estimated 1.2 million visits in 2007-08.
- Organised the 'Andy Warhol' exhibition in 2007-08, in collaboration with The Andy Warhol Museum in Pittsburgh, USA. The exhibition attracted more than 232,300 visitors and over 300 works were displayed.
- Broadened the reach of the Gallery's programs through the delivery of the Kids' Warhol Summer Spectacular to 24 regional Queensland venues, and through 'Andy Warhol Up Late', an extended opening hours initiative that attracted over 20,200 people.

Future Developments

- Continue to bring world-class international exhibitions to Queensland, including the 'Picasso & his Collection' exhibition from the Musée Picasso in Paris from June to September 2008. Exclusive to Brisbane, the exhibition will be the first time that Picasso's personal art collection has been shown outside of Europe.
- Launch the Summer Series, a new initiative that will see a major exhibition held yearly over summer. The series will operate on a three-year cycle, rotating between an Asia-Pacific Triennial, a major exhibition of international art, and a major exhibition of Australian art. The new series will be launched at GoMA in November 2008 with 'Contemporary Australia: Optimism', an exhibition of over 30 contemporary Australian artists.
- Celebrate Queensland's 150th anniversary (Q150) in 2009, with a varied program of exhibitions, publications, film programs and children's events.
- Additional exhibitions to be held in 2008-09 include a retrospective of Queensland contemporary artist Eugene Carchesio, the 'Premier of Queensland's National Art Award in New Media', and the 'Xstrata Coal Emerging Indigenous Art Award 2008'.

Statements

Performance Statement

Measures	Notes	2007-08 Target/Est.	2007-08 Est. Actual	2008-09 Target/Est.
Number of exhibitions presented		20	25	20
Number of Collection-based exhibitions presented	1,2	8	13	8
Number of exhibitions touring regional Queensland		4	4	4
Total attendance at Queensland Art Gallery	3	650,000	1,200,000	900,000
Number of internships/trainees	4	N/A	N/A	N/A
Level of satisfaction of audiences with Collection-based displays, programs and activities		90%	94%	90%
Increase in loan requests and requests for reproductions from the Collection from external agencies	5	5%	45%	5%
Collection stored safely and securely to international museum standards		100%	100%	100%
Extent of client satisfaction with exhibition program		90%	90%	90%
Percentage of trainees/apprentices completing traineeships	4	N/A	N/A	N/A
Travelling exhibitions through regional Queensland		4	4	4
Number of regional locations receiving travelling exhibitions and education, interpretive and information services	6	30	37	30
State Contribution (\$'000)		24,709	25,047	27,551
Other Revenue (\$'000)	7	2,250	8,650	8,750
Total Cost (\$'000)		25,959	27,697	34,501

Notes:

1. These exhibitions are included in "Number of exhibitions presented".
2. The increase is due to additional exhibition opportunities which arose for the Gallery after the 2007-08 Target was set.
3. The 2007-08 Estimated Actual is a total for both sites, incorporating a projected total of 500,000 for QAG and 700,000 for GoMA, based on YTD data from July 2007 to mid-March 2008. In 2007-08, attendance for 'Andy Warhol' far exceeded Gallery expectations, achieving the highest attendance of any paid exhibition.
4. This measure refers to a former traineeship program no longer offered by the Gallery. This measure will not be reported from 2009-10. The Gallery continues to offer a range of developmental programs including scholarships/bursaries for young artists and tertiary graduates; and the "Backstage Pass" professional development programs for regional gallery workers.
5. The variation between the 2007-08 Target and 2007-08 Estimated Actual reflects the highly variable nature of loan and reproduction requests. The Gallery experienced a considerable increase in these requests in 2007-08; however, the Gallery expects a more modest increase in 2008-09, hence the target remains at 5%.
6. The variation between the 2007-08 Target and 2007-08 Estimated Actual is due to the Kids' Warhol Summer Spectacular – Queensland, which presented Kids' Warhol at 24 regional venues.
7. Variation between 2007-08 Target and 2007-08 Estimated Actual reflects ticket/merchandise sales from major exhibitions and increased donations to the Queensland Art Gallery Foundation.

Income Statement

Queensland Art Gallery	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Income				
User charges	1,5,9	1,100	2,100	3,800
Grants and other contributions	2,6	25,559	29,797	29,851
Other revenue	3,7	300	1,800	2,650
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		26,959	33,697	36,301
Expenses				
Employee expenses		15,315	15,315	16,215
Supplies and services	4,8,10	10,223	11,961	17,865
Grants and subsidies		250	250	250
Depreciation and amortisation		100	100	100
Finance/borrowing costs	
Other expenses		71	71	71
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		25,959	27,697	34,501
OPERATING SURPLUS/(DEFICIT)		1,000	6,000	1,800

Statement of Changes in Equity

Queensland Art Gallery	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 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	
Net income recognised directly in equity		5,000	5,000	5,000
Surplus/(deficit) for the period		1,000	6,000	1,800
Total recognised income and expense for the period		6,000	11,000	6,800
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		6,000	11,000	6,800

Balance Sheet

Queensland Art Gallery	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CURRENT ASSETS				
Cash assets		7,144	6,771	6,681
Receivables		676	873	873
Other financial assets		1,760	1,903	1,783
Inventories	11,16	680	992	992
Other		89	201	201
Non-financial assets held for sale		95	53	53
Total current assets		10,444	10,793	10,583
NON-CURRENT ASSETS				
Receivables	
Other financial assets	12,17	13,428	15,291	15,291
Property, plant and equipment	13,18,21	224,980	238,906	245,916
Intangibles	
Other	
Total non-current assets		238,408	254,197	261,207
TOTAL ASSETS		248,852	264,990	271,790
CURRENT LIABILITIES				
Payables	14,19	339	1,895	1,895
Employee benefits obligations	15,20	783	1,080	1,080
Interest-bearing liabilities and derivatives		34
Provisions	
Other	
Total current liabilities		1,156	2,975	2,975
NON-CURRENT LIABILITIES				
Payables	
Employee benefits obligations		848	848	848
Interest-bearing liabilities and derivatives		(76)
Provisions	
Other	
Total non-current liabilities		772	848	848
TOTAL LIABILITIES		1,928	3,823	3,823
NET ASSETS/(LIABILITIES)		246,924	261,167	267,967
EQUITY				
Capital/contributed equity		710	710	710
Retained surplus/ (accumulated deficit)		132,723	138,675	140,475
Reserves:				
- Asset revaluation reserve		113,491	121,782	126,782
- Other (specify)	
TOTAL EQUITY		246,924	261,167	267,967

Cash Flow Statement

Queensland Art Gallery	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	22,28,33	1,099	2,099	3,800
Grants and other contributions	23,29	25,559	29,797	29,851
Other	24,30	331	1,831	2,680
Outflows:				
Employee costs		(15,315)	(15,315)	(16,215)
Supplies and services	25,31,34	(10,233)	(11,961)	(17,865)
Grants and subsidies		(250)	(250)	(250)
Borrowing costs	
Other		(71)	(81)	(81)
Net cash provided by/(used in) operating activities		1,120	6,120	1,920
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		(10)	(10)	(10)
Investments redeemed		100	100	100
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	26,32	(1,300)	(3,300)	(2,100)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(1,210)	(3,210)	(2,010)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net Increase/(decrease) in cash held		(90)	2,910	(90)
Cash at the beginning of financial year	27,35	7,234	3,861	6,771
Cash transfers from restructure	
Cash at the end of financial year		7,144	6,771	6,681

Explanation of Variances in the Financial Statements

Income Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

1. Increase due to ticket/merchandise sales associated with major exhibitions.
2. Increase due to donations to Qld Art Gallery Foundation.
3. Increase due to interest earned on investments.
4. Increase due to expenses associated with major exhibitions.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

5. Increase due to ticket/merchandise sales associated with major exhibitions.
6. Increase due to donations to Qld Art Gallery Foundation.
7. Increase due to interest earned on investments.
8. Increase due to expenses associated with major exhibitions and GoMA facilities management expenses.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

9. Increase due to ticket/merchandise sales associated with major exhibitions.
10. Increase due to expenses associated with major exhibitions and GoMA facilities management expenses.

Balance Sheet

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

11. Increase due to volume/value of merchandise.
12. Increase due to increased value of Qld Art Gallery Foundation investments.
13. Increase due to purchases of Works of Art.
14. Increase due to expenses associated with major exhibitions.
15. Increase due to the accrual of long service and recreation leave benefits for Gallery staff.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

16. Increase due to volume/value of merchandise.
17. Increase due to value of Qld Art Gallery Foundation investments
18. Increase due to purchases of Works of Art.
19. Increase due to expenses associated with major exhibitions
20. Increase due to the accrual of long service and recreation leave benefits for Gallery staff.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

21. Increase due to purchases of Works of Art.

Cash Flow Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

22. Increase due to ticket/merchandise sales associated with major exhibitions.
23. Increase due to donations to Qld Art Gallery Foundation.
24. Increase due to interest earned on investments.
25. Increase due to expenses associated with major exhibitions.
26. Increase due to purchases of Works of Art.
27. Decrease due to the timing of purchases of Works of Art towards the end of the 2006-07 financial year.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

28. Increase due to ticket/merchandise sales associated with major exhibitions.
29. Increase due to donations to Qld Art Gallery Foundation.
30. Increase due to interest earned on investments.
31. Increase due to expenses associated with major exhibitions and GoMA facilities management expenses.
32. Increase due to purchases of Works of Art.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

33. Increase due to ticket/merchandise sales associated with major exhibitions.
34. Increase due to expenses associated with major exhibitions and GoMA facilities management expenses.
35. Increase due to rollover of 2007-08 cash surplus.

Queensland Museum

Overview

The mission of Queensland Museum is to enrich and enliven Queensland communities. The Queensland Museum supports the Government outcomes of *a community of well-skilled and knowledgeable people* and *a fair, socially cohesive and culturally vibrant society*. This is achieved through world class research; the preservation and interpretation of our heritage; maintaining Indigenous, cultural heritage and biodiversity collections; and encouraging community engagement through public programs and use of its facilities. With a statewide network, the Queensland Museum's key focus is to ensure the care, preservation and accessibility of the State Collection for the future.

In 2007-08, the Queensland Museum employed 221 full-time equivalent staff and 279 volunteers.

Review of Performance

Recent Achievements

- Developed and delivered exhibitions and public programs to approximately 787,000 visitors in 2007-08. This included a record visitation of approximately 100,000 visitors to The Workshops Rail Museum.
- Amalgamated 26 collection databases into a new collection management system (Vernon), providing a high quality, industry standard system for management of the State collection.
- Completed the strategic review of Queensland Museum collections focussed on rationalising collection storage across all campuses.
- Completed a comprehensive verification and valuation of the State Collection in conjunction with the Australian Valuation Office to determine its current value.
- Received recognition for the Queensland Museum's valuable contribution to cultural tourism including:
 - national, state and regional tourism awards for heritage and cultural tourism for The Workshops Rail Museum.
 - induction of the Museum of Tropical Queensland (MTQ) into the Queensland Tourism Hall of Fame for Cultural Tourism (North Queensland).
- Increased formal research collaborations with national and international agencies in biodiversity and geosciences from 10 to 20 in 2007-08, including four marine invertebrate biodiscovery projects searching for new compounds with pharmaceutical potential.
- Established palaeo-tourism partnerships with community groups to discover and document new species of dinosaurs and megafauna in Queensland.

Future Developments

- Examine future infrastructure requirements to meet Queensland Museum's needs across all campuses.
- Ongoing development, research, exhibition and care of the State Collection.
- Enhance community accessibility via a redeveloped website, featuring innovative online learning and collection databases, new exhibitions, public programs and events.
- Invest more than \$2.5 million (over three to five years) in grant funding for strategic collaborations including Queensland Historic Atlas, census of marine life, survey of coral reef diversity and terrestrial invertebrate surveys.

Statements

Performance Statement

Measures	Notes	2007-08 Target/Est.	2007-08 Est. Actual	2008-09 Target/Est.
Number of items added to the collection	1	38,500	25,454	26,195
Number of users of Museum Services:				
a) Visitors		770,900	786,589	746,200
b) School children		73,450	79,224	75,200
c) Website		4,000,000	3,958,694	4,173,000
Number of Museum Products:				
a) New displays (sq metres of exhibitions)	2	1,486	3,170	1,750
b) Lectures/talks (number delivered)	3	860	3,896	3,365
c) Research papers (number published)		92	99	110
d) New loans (number made)	4	10,754	21,830	22,831
Satisfaction of clients regarding requests for information		95%	95%	95%
Satisfaction of audiences with collection-based displays and activities in public galleries		95%	95%	95%
Collection stored safely and securely to appropriate standards		98%	98%	98%
Requests for information met within 28 days		95%	95%	95%
Number of shires and Indigenous communities receiving Queensland Museum services	5	130	121	74
State Contribution (\$'000)		18,772	20,043	20,210
Other Revenue (\$'000)		6,799	8,335	8,478
Total Cost (\$'000)	6	25,571	28,378	28,688

Notes:

1. The addition of items to the museum collection requires registration on the Collection Management System database. The variation reflects more accurately the complexity of data migration to the new collection management system..
2. Increase due to the *Kids Time* exhibition travelling to seven new venues resulting in a temporary increase in new displays.
3. Increase due to the inclusion of public tours at The Workshops Rail Museum for the first time.
4. Increase is partly due to overall growth in the number of loans. In addition, when the 2007-08 Target was set, it was anticipated there would be a reduction in the number of loans due to new regulatory restrictions on transportation of dangerous goods (specimens in alcohol). However, this did not have the expected impact on the number of loans.
5. Variation between the 2007-08 Target and 2008-09 Target is due to the amalgamation of local councils.
6. 2007-08 Target did not include additional funding received in the 2007-08 Mid Year Review and the consolidation of Queensland Museum Foundation accounts.

Income Statement

Queensland Museum	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Income				
User charges		5,061	4,800	4,944
Grants and other contributions	1,4	19,938	22,482	22,683
Other revenue	2,5	553	1,066	1,086
Gains on sale/revaluation of property, plant and equipment and investments		19	30	20
Total income		25,571	28,378	28,688
Expenses				
Employee expenses		15,308	15,288	15,894
Supplies and services	3,6	6,666	9,670	9,319
Grants and subsidies		15	14	14
Depreciation and amortisation		3,273	3,150	3,198
Finance/borrowing costs	
Other expenses		257	256	263
Losses on sale/revaluation of property, plant and equipment and investments		52
Total expenses		25,571	28,378	28,688
OPERATING SURPLUS/(DEFICIT)	

Statement of Changes in Equity

Queensland Museum	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve		3,305	2,246	2,262
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity		3,305	2,246	2,262
Surplus/(deficit) for the period	
Total recognised income and expense for the period		3,305	2,246	2,262
Equity injection/(withdrawal)		(926)	(926)	(926)
Equity adjustments (MoG transfers)	
Total movement in equity for period		2,379	1,320	1,336

Balance Sheet

Queensland Museum	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CURRENT ASSETS				
Cash assets	7,11	10,719	12,970	13,486
Receivables		680	747	448
Other financial assets	
Inventories		550	511	511
Other		152	139	139
Non-financial assets held for sale	
Total current assets		12,101	14,367	14,584
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	8,12	256,438	260,042	261,214
Intangibles		64	419	366
Other	
Total non-current assets		256,502	260,461	261,580
TOTAL ASSETS		268,603	274,828	276,164
CURRENT LIABILITIES				
Payables		391	928	828
Employee benefits obligations		830	1,131	1,231
Interest-bearing liabilities and derivatives	
Provisions	
Other	9,13	600	1,400	1,400
Total current liabilities		1,821	3,459	3,459
NON-CURRENT LIABILITIES				
Payables	
Employee benefits obligations		170	241	241
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities		170	241	241
TOTAL LIABILITIES		1,991	3,700	3,700
NET ASSETS/(LIABILITIES)		266,612	271,128	272,464
EQUITY				
Capital/contributed equity		309	(453)	(1,379)
Retained surplus/(accumulated deficit)		26,057	27,163	27,163
Reserves:				
- Asset revaluation reserve	10,14	240,246	244,418	246,680
- Other (specify)	
TOTAL EQUITY		266,612	271,128	272,464

Cash Flow Statement

Queensland Museum	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges		5,059	4,986	5,246
Grants and other contributions	15,19	19,938	22,482	22,638
Other		554	2,025	1,081
Outflows:				
Employee costs		(15,308)	(15,361)	(15,794)
Supplies and services	16,20	(6,666)	(9,303)	(9,419)
Grants and subsidies		(15)	(794)	(14)
Borrowing costs	
Other		(546)	(475)	(211)
Net cash provided by/(used in) operating activities		3,016	3,560	3,527
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment		(1)	10	(8)
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	17,21	(756)	(1,197)	(2,077)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(766)	(1,187)	(2,085)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals		(926)	(926)	(926)
Net cash provided by/(used in) financing activities		(926)	(926)	(926)
Net Increase/(decrease) in cash held		1,324	1,447	516
Cash at the beginning of financial year	18,22	9,395	11,523	12,970
Cash transfers from restructure	
Cash at the end of financial year	18,22	10,719	12,970	13,486

Explanation of Variances in the Financial Statements

Income Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

1. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time, increased recurrent funding associated with maintenance and utilities, and additional funding provided for electricity.
2. Increase due to higher than expected interest revenue due to interest rate increases and timing of major capital projects.
3. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time and increased recurrent funding associated with maintenance and utilities.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

4. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time and increased recurrent funding associated with maintenance and utilities.
5. Increase due to higher than expected interest revenue due to interest rate increases and timing of major capital projects.
6. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time and increased recurrent funding associated with maintenance and utilities.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

Nil

Balance Sheet

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

7. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time.
8. Increase due to the 30 June 2007 land and building revaluations being higher than expected.
9. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time.
10. Increase due to the 30 June 2007 land and building revaluations being higher than expected.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

11. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time.
12. Increase due to the 30 June 2007 land and building revaluations being higher than expected.
13. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time.
14. Increase due to the 30 June 2007 land and building revaluations being higher than expected.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

Nil

Cash Flow Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

15. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time, increased recurrent funding associated with maintenance and utilities, and additional funding provided for electricity.
16. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time and increased recurrent funding associated with maintenance and utilities.
17. Increase due to the timing of capital expenditure.
18. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

19. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time, increased recurrent funding associated with maintenance and utilities, and additional funding provided for electricity.
20. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time and increased recurrent funding associated with maintenance and utilities.
21. Increase due to the timing of capital expenditure.
22. Increase due to the consolidation of the Queensland Museum Foundation accounts for the first time.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

Nil.

Queensland Performing Arts Trust

Overview

The Queensland Performing Arts Trust manages the Queensland Performing Arts Centre (QPAC). QPAC's vision is to encourage creative potential and enrich cultural life in Queensland. QPAC employs a total of 220 people in administrative/professional, artistic/production, and volunteer and casual roles.

QPAC contributes to the Government outcome of *a fair, socially cohesive and culturally vibrant society* by delivering high-quality performing arts events and experiences that support social participation across diverse audiences, and demonstrating leadership in the cultural industries.

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

Review of Performance

Recent Achievements

- Staged performances attended by more than 615,000 audience members.
- Invested in the 2008 national tour of *The Phantom of the Opera*, including two highly successful seasons in Melbourne and Brisbane, with other major capital cities to follow.
- Co-produced and co-presented the new Australian opera, *The Love of the Nightingale*, in 2007 which won four Helpmann Awards.
- Improved the experience for visitors, by providing specialised venue catering.
- Organised the 2008 *Out of the Box Festival* for three to eight year olds, expanding on previous successful programming to extend participation across the Cultural Centre.
- Reached new audiences through outdoor contemporary music events, featuring emerging and established local artists.
- Instituted a new co-presentation relationship with Opera Australia, commencing with a production of *The Pirates of Penzance* in 2006. It was the first time in 18 years that a full scale Opera Australia production was presented in Queensland.
- Developed and presented *In Stitches* in 2008, QPAC's first dedicated season of comedy.
- Collaborated with the major Australian and New Zealand performing arts centres to co-present a season of Matthew Bourne's internationally acclaimed *Edward Scissorhands*.

Future Developments

- Facilitate the major upgrades to the Lyric Theatre and Concert Hall to improve access for people with disabilities.
- Further build the relationship with Opera Australia through co-presenting a new production of *My Fair Lady*.
- Present an estimated 400 performances by Queensland presenters in 2008-09, including Queensland Theatre Company, Queensland Ballet, Queensland Opera and Queensland Orchestra.
- Finalise negotiations with commercial producers for up to ten major musicals over the next two years. Up to four of these musicals will be Australian premieres.

Statements

Performance Statement

Measures	Notes	2007-08 Target/Est.	2007-08 Est. Actual	2008-09 Target/Est.
Attendances	1,2	575,000	615,000	450,000
Performances	2	700	797	600
Venue Utilisation:				
Lyric Theatre	2	85%	98%	50%
Concert Hall	2,3	75%	60%	50%
Cremorne Theatre	4	60%	64%	75%
Playhouse	4	75%	82%	90%
Positive reviews of Queensland Performing Arts Trust Productions		80%	99%	95%
Positive review of the delivery of Centre facilities and services by hirers and patrons in a range of key operational areas		80%	91%	90%
Maintain bump in/bump out according to clients' schedules		100%	100%	100%
Number of performances able to proceed in accordance with hirers' production schedules		95%	99%	95%
Location of regional tours (performing arts activities and exhibitions)		15	18	18
Amount spent on Community Service Obligations (CSOs) (excluding indirect costs/venue rental, etc).		2,700	2,700	2,700
State Contribution (\$'000)		9,163	10,048	9,141
Other Revenue (\$'000)		17,690	21,114	14,923
Total Cost (\$'000)		26,853	30,762	26,464

Notes:

1. Increase in 2007-08 Estimated Actual due to higher number of performances than anticipated.
2. Reduction in Target Estimate for 2008-09 is due to closure of the Lyric Theatre and the Concert Hall for refurbishment for a period of four months.
3. Variation between 2007-08 Target Estimate and Estimated Actual is largely due to the transfer of some performances to the Lyric Theatre.
4. Increase in the Target Estimate for 2008-09 is due to the Lyric Theatre and the Concert Hall being closed. Hirers will be encouraged to utilise both the Cremorne Theatre and the Playhouse spaces as an alternative to the Lyric Theatre and Concert Hall.

Income Statement

Queensland Performing Arts Trust	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Income				
User charges	1,6,11	16,621	19,859	13,973
Grants and other contributions	2,7,12	9,163	10,048	9,141
Other revenue		1,069	1,255	950
Gains on sale/revaluation of property, plant and equipment and investments	
Total income		26,853	31,162	24,064
Expenses				
Employee expenses	3,8,13	12,830	14,788	13,262
Supplies and services	4,9,14	13,177	15,191	12,419
Grants and subsidies	
Depreciation and amortisation		846	783	783
Finance/borrowing costs	
Other expenses	
Losses on sale/revaluation of property, plant and equipment and investments	
Total expenses		26,853	30,762	26,464
OPERATING SURPLUS/(DEFICIT)	5,10	..	400	(2,400)

Statement of Changes in Equity

Queensland Performing Arts Trust	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments	
Increase/(decrease) in asset revaluation reserve	
Net amount of all revenue and expense adjustments direct to equity not disclosed above	
Net income recognised directly in equity	
Surplus/(deficit) for the period		..	400	(2,400)
Total recognised income and expense for the period		(2,400)
Equity injection/(withdrawal)	
Equity adjustments (MoG transfers)	
Total movement in equity for period		..	400	(2,400)

Balance Sheet

Queensland Performing Arts Trust	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CURRENT ASSETS				
Cash assets	16,18	8,849	9,082	6,714
Receivables	15,19	2,928	2,597	2,597
Other financial assets	
Inventories		54	148	148
Other		43	105	105
Non-financial assets held for sale	
Total current assets		11,874	11,932	9,564
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		7,906	7,945	7,912
Intangibles		269	174	174
Other	
Total non-current assets		8,175	8,119	8,086
TOTAL ASSETS		20,049	20,051	17,650
CURRENT LIABILITIES				
Payables		2,620	2,471	2,470
Employee benefits obligations		782	635	635
Interest-bearing liabilities and derivatives	
Provisions	
Other		358	410	410
Total current liabilities		3,760	3,516	3,515
NON-CURRENT LIABILITIES				
Payables	
Employee benefits obligations	
Interest-bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		3,760	3,516	3,515
NET ASSETS/(LIABILITIES)		16,289	16,535	14,135
EQUITY				
Capital/contributed equity		1,033	1,033	1,033
Retained surplus/(accumulated deficit)		3,968	4,312	4,279
Reserves:				
- Asset revaluation reserve		3,174	3,174	3,174
- Other (specify)	17,20	8,114	8,016	5,649
TOTAL EQUITY		16,289	16,535	14,135

Cash Flow Statement

Queensland Performing Arts Trust	Notes	2007-08 Budget \$'000	2007-08 Est. Act. \$'000	2008-09 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
User charges	21,26,31	16,282	21,537	13,973
Grants and other contributions	22,27,32	9,163	10,048	9,141
Other		1,069	1,255	950
Outflows:				
Employee costs	23,28,33	(12,830)	(14,788)	(13,262)
Supplies and services	24,29,34	(12,819)	(14,848)	(12,420)
Grants and subsidies	
Borrowing costs	
Other	
Net cash provided by/(used in) operating activities		865	3,204	(1,618)
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of property, plant and equipment	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for property, plant and equipment and intangibles	25,30	(820)	(750)	(750)
Payments for investments	
Loans and advances made	
Net cash provided by/(used in) investing activities		(820)	(750)	(750)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by/(used in) financing activities	
Net Increase/(decrease) in cash held		45	2,454	(2,368)
Cash at the beginning of financial year		8,804	6,628	9,082
Cash transfers from restructure	
Cash at the end of financial year		8,849	9,082	6,714

Explanation of Variances in the Financial Statements

Income Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

1. Increase due to Food & Beverage (F&B) turnover and revenue earnings from commercial musicals.
2. Increase due to partial (one-off) supplementation for significant increase in electricity charges and advance of grant for Out of the Box Festival (OOTB)
3. Increase due to higher F&B turnover and casual labour for seasons of commercial musicals.
4. Increase due to higher F&B turnover, and significant increase in electricity costs.
5. Increase due to profitability driven by successful commercial musicals.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

6. Decrease due to 4 month close down of Lyric Theatre and Concert Hall for refurbishment and disability access works.
7. Decrease due to advance of grant from 2008-09 to 2007-08 for OOTB, partially offset by provision for Enterprise Bargaining Agreement (EBA) in 2008-09.
8. Increase due to EBA increase partially offset by reduction in activity due to close down for refurbishment.
9. Decrease due to 4 month close down of the Lyric Theatre and the Concert Hall.
10. Decrease (deficit) due to 4 month close down of the Lyric Theatre and the Concert Hall.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

11. Decrease due to 4 month close down of the Lyric Theatre and the Concert Hall for refurbishment and disability access works.
12. Decrease due to advance of grant from 2008-09 to 2007-08 for OOTB and one-off grant to cover electricity costs in 2007-08.
13. Decrease due to 4 month close down of the Lyric Theatre and the Concert Hall.
14. Decrease due to 4 month close down of the Lyric Theatre and the Concert Hall.

Balance Sheet

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

15. Decrease due to the early return of funds previously advanced as an investment loan in a major commercial musical, partially offset by estimated receivables for commercial hirers in the June quarter 2008.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

16. Decrease due to operating deficit caused by refurbishment of the Lyric Theatre and the Concert Hall for 4 months in 2008-09.
17. Decrease due to decline in working capital arising from the operating deficit caused by refurbishment of the Lyric Theatre and the Concert Hall for 4 months in 2008-09.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

18. Decrease due to operating deficit caused by refurbishment of the Lyric Theatre and the Concert Hall for 4 months in 2008-09.
19. Decrease due to the early return of funds previously advanced as an investment loan in a major commercial musical partially offset by estimated receivables for commercial hirers in the June quarter 2009.
20. Decrease due to decline in working capital arising from the operating deficit caused by refurbishment of the Lyric Theatre and the Concert Hall for four months in 2008-09.

Cash Flow Statement

Major variations between 2007-08 Budget and 2007-08 Estimated Actual include:

21. Increase due to Food & Beverage (F&B) turnover and revenue earnings from commercial musicals.
22. Increase due to partial (one-off) supplementation grant for significant increase in electricity charges and advance of grant for Out of the Box Festival (OOTB).
23. Increase due to higher F&B turnover and casual labour for seasons of commercial musicals.
24. Increase due to higher F&B turnover, significant increase of electricity costs.
25. Decrease due to revised timing of equipment replacement requirements.

Major variations between 2007-08 Budget and 2008-09 Estimate include:

26. Decrease due to 4 month close down of the Lyric Theatre and the Concert Hall for refurbishment and disability access works.
27. Decrease due to advance of grant from 2008-09 to 2007-08 for OOTB, partially offset by provision for EBA in 2008-09.
28. Increase due to provision for EBA increase partially offset by reduction in activity due to close down for refurbishment.
29. Decrease due to 4 month close down of the Lyric Theatre and the Concert Hall.
30. Decrease due to revised timing of equipment replacement requirements.

Major variations between 2007-08 Estimated Actual and the 2008-09 Estimate include:

31. Decrease due to 4 month close down of the Lyric Theatre and the Concert Hall for refurbishment and disability access works.
32. Decrease due to advance of grant from 2008-09 to 2007-08 for OOTB and one-off grant to cover electricity costs in 2007-08.
33. Decrease due to 4 month close down of the Lyric Theatre and the Concert Hall.
34. Decrease due to 4 month close down of the Lyric Theatre and the Concert Hall.