

SERVICE DELIVERY STATEMENTS

Queensland Police Service
Queensland Fire and Emergency Services
Public Safety Business Agency
Office of the Inspector-General
Emergency Management

2017-18 Queensland Budget Papers

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Appropriation Bills

Budget Highlights

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Service Delivery Statements

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Summary of portfolio

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Portfolio overview

Ministerial and portfolio responsibilities

The table below represents the agencies and services which are the responsibility of the Minister for Police, Fire and Emergency Services and Minister for Corrective Services:

Minister for Police, Fire and Emergency Services and Minister for Corrective Services

The Honourable Mark Ryan MP

Queensland Police Service

Commissioner: Ian Stewart

Service area 1: Crime and public order

Service area 2: Road safety

Queensland Fire and Emergency Services

Commissioner: Katarina Carroll

Service area 1: Fire and Emergency Services

Public Safety Business Agency

Chief Operating Officer: Peter Griffin

Service area 1: Corporate Services

Office of the Inspector-General Emergency Management

Inspector-General: Iain MacKenzie

Service area 1: Independent Assurance and Advice to Improve Emergency Management

Additional information about these agencies can be sourced from:

www.police.qld.gov.au

www.qfes.qld.gov.au

www.psba.qld.gov.au

www.igem.qld.gov.au



Queensland
Government

Queensland Police Service

Departmental overview

The role of the Queensland Police Service (QPS) is to provide timely, high quality and efficient policing services, in collaboration with communities and government and non-government partners, to make Queensland safer.

The QPS supports the Queensland Government's objectives for the community by delivering quality frontline services and supporting safe, caring and connected communities. In support of these, the QPS objectives and associated key strategies are to:

- Stop Crime
 - focus resources to identify and deliver effective, innovative and efficient services to prevent, investigate and disrupt crime
 - address the threat of serious and organised crime, terrorism and radicalisation through strong collaborative partnerships with community and other law enforcement agencies
- Make the Community Safer
 - foster collaborative partnerships with government agencies, non-government organisations and community groups to maximise community safety
 - improve policing responses to people who are over-represented in the criminal justice system as either victims or offenders, including vulnerable persons and victims of domestic and family violence
- Strengthen Relationships with the Community
 - preserve the legitimacy of policing through fair and ethical service delivery
 - provide timely and professional responses to calls for service to maintain community confidence
 - strengthen positive online user and social media experiences to expand options for engagement with police
- Equip our Workforce for the Future
 - optimise our workforce to meet current and future challenges through training and development
 - provide world-leading equipment, technology and facilities to support our frontline staff
 - support healthy, safe and inclusive workplaces and promote a diverse workforce that reflects the community we serve.

Key strategic challenges and opportunities for the QPS during 2017-18 include:

- maintain effective policing in an environment of rising demand and finite resources
- manage complex and dynamic community safety risks, including the threat of terrorism, serious and organised crime, and technology-enabled crime
- deliver a successful policing response to the 2018 Gold Coast Commonwealth Games while simultaneously providing service delivery across Queensland
- sustain the support and cooperation of the community to work in partnership to address the causes of crime
- future-proof our workforce to ensure the right people are in the right place with the right support, to maximise community safety.

To address these challenges and opportunities, the key priorities for the QPS during 2017-18 include:

- build capability and capacity in key areas to ensure community safety and confidence in police
- continue to implement and support the Government's response to key reports and strategies, including the:
 - *Domestic and Family Violence Prevention Strategy* and the *Not Now, Not Ever* report
 - *Queensland Organised Crime Commission of Inquiry* report and findings of the Queensland Taskforce into Organised Crime
 - *Queensland Child Protection Commission of Inquiry* report
- ensure the safety and security of those attending the 2018 Gold Coast Commonwealth Games
- continue to review the police complaints system and implement a new disciplinary system
- continue to make improvements to ensure the promotions system is truly merit-based.

Service performance

Performance statement

Crime and public order

Service area objective

To uphold the law by working with the community to stop crime and make Queensland safer.

Service area description

The QPS provides services to the Queensland community designed to uphold and administer the law responsibly, fairly and efficiently; preserve peace and good order; protect and support the community; prevent, detect and solve crime; and to bring offenders to justice. This includes, but is not limited to:

- protecting personal safety and preventing, detecting and solving offences including homicide, assault, sexual assault and robbery
- protecting property and preventing, detecting and solving offences including unlawful entry, other property damage, motor vehicle theft and other theft
- maintaining public order and safety including during major events and disasters and addressing public space enjoyment, street and nuisance offences, liquor licensing issues and environmental design to reduce crime including alcohol fuelled violence.

2017-18 service area highlights

The QPS will continue its focus on delivering the Government's commitments to the Queensland community in 2017-18 with a particular focus on building safe, caring and connected communities through the delivery of quality frontline services.

Highlights include:

- construct a contemporary Counter-Terrorism and Community Safety Centre at the Westgate Police Academy
- continuing to tackle serious and organised crime across Queensland, including through implementation of the *Serious and Organised Crime Legislation Amendment Act 2016*, the establishment of an Organised Crime Gangs Group, and building intelligence capability across the State
- delivering a safe and successful 2018 Gold Coast Commonwealth Games
- continuing to deliver Project Booyah in nine locations across Queensland to intervene early in the lives of at-risk young people to reduce their involvement in crime and improve their education, health, and employment prospects
- continuing to support the implementation of the *Not Now, Not Ever* report and the *Domestic and Family Violence Prevention Strategy* in collaboration with the community and other sectors of government
- an additional 30 Counter-Terrorism police officers, 20 police officers for priority areas of need to tackle crime and improve community safety, and 20 police officers for the Townsville Rapid Action and Patrols Group.

Queensland Police Service	Notes	2016-17 Target/Est.	2016-17 Est. Actual	2017-18 Target/Est.
Service area: Crime and public order¹				
Service standards				
<i>Effectiveness measures</i>				
Percentage of personal safety offences cleared within 30 days:	2, 3			
Homicide (murder and other homicide)		70-88%	73%	70-88%
Assault		55-69%	64%	55-69%
Sexual assault		55-69%	54%	55-69%
Robbery		55-69%	60%	55-69%
Total personal safety		55-69%	62%	55-69%
Percentage of property security offences cleared within 30 days:	3, 4			
Unlawful entry		16-20%	21%	16-20%
Other property damage		24-30%	28%	24-30%
Motor vehicle theft		30-38%	40%	30-38%
Other theft (excluding unlawful entry)		25-31%	29%	25-31%
Total property security		25-31%	30%	25-31%
Percentage of good order offences cleared within 30 days	3, 5	85-100%	83%	85-100%
Rate of complaints against police per 100 sworn (operational) staff	6, 7	≤9.8	11.4	≤9.8
Perception of police integrity:	7, 8, 9			
Police perform their job professionally		≥85%	87.9%	≥85%
Police treat people fairly and equally		≥75%	75.5%	≥75%
Police are honest		≥75%	76.8%	≥75%
I do have confidence in the police		≥85%	90.0%	≥85%
Satisfaction of members of the public who had contact with police in the last 12 months	7, 9	≥85%	87.2%	≥85%
Public satisfaction with police dealing with public order problems	7, 9	≥70%	72.7%	≥70%
Public satisfaction with police dealing with emergencies and disasters	7, 9	≥85%	85.7%	≥85%
Percentage of code 1 and code 2 incidents attended within 12 minutes	7, 10	≥80%	83.0%	≥80%
<i>Efficiency measures</i>				
Cost of crime and public order per person	11	New measure	New measure	\$377
Percentage prosecutions where costs were awarded against the police	7, 12	≤0.05%	0.018%	≤0.05%

Notes:

1. 'Protect personal safety', 'protect property' and 'maintain public order' have previously been reported as separate material 'services' within crime and public order. In line with a service logic reporting approach, crime and public order is now reported as a single service comprised of multiple policing measures which collectively contribute to achieving the objective of this service area.
2. The offence categories reported separately are those classified as violent crimes and are the most significant personal safety offence categories in terms of their impact on the community. The total personal safety offences figure also includes the offence categories of extortion, kidnapping, abduction and deprivation of liberty and other offences against the person.
3. Performance is reported against a range rather than a single figure. The target range for 2017-18 takes into account recent results and any known factors that are likely to have an impact in the reporting period. The range is standardised so that the upper end of the range is consistently 25% higher than the lower end. The 2016-17 Estimated Actual figures are based on an extrapolation of 1 July 2016 - 31 March 2017 data.
4. The offence categories reported separately are considered high volume property security offences. The total property security offences also includes arson, fraud and handling stolen goods.
5. Good order offences include offences relating to public nuisance, obstructing police and other offences against good order.
6. Sworn operational staff refers to a police officer employed by the QPS who has sworn the Oath of Office under the *Police Service Administration Act 1990*, and whose primary duty is the delivery of police or police-related services to an external customer.
7. These service standards were previously reported in a separate 'police services' section which has been deleted. In line with a service logic reporting approach, these measures are now reported in crime and public order.
8. Perception of police integrity was previously reported as public perception of police professionalism and image. This measure has been renamed to align with its reporting in the *Report on Government Services*. There has been no change to the data collection process.
9. These measures are derived from the *National Survey of Community Satisfaction with Policing*. The 2016-17 Estimated Actual figures are for the period 1 July 2016 - 31 March 2017. The 2016-17 actual figures will be reported in the QPS Annual Report 2016-17.
10. Data measures the time taken to attend code 1 and code 2 incidents. Data includes geographic areas covered by the Queensland Computer Aided Dispatch System. Code 1 and 2 incidents include very urgent matters when danger to human life is imminent and urgent matters involving injury or present threat of injury to person or property. The benchmark of 12 minutes was chosen for comparability with New South Wales police who use similar methodology, business rules and systems.
11. Cost of crime and public order per person is the proportion of the total cost of policing services per person spent on delivering crime and public order-related policing activities. The cost of policing services per person uses the same methodology as the *Report on Government Services* and is calculated by dividing real recurrent expenditure by the Queensland population.
12. The 2016-17 Estimated Actual is the sum of all prosecutions where costs were awarded against the QPS from 1 July 2016 to 31 March 2017, divided by the sum of all prosecutions in the same period. This is considered a measure of police efficiency in preparing evidence that is relevant to, and supports, a prosecution. Court costs are generally awarded against police when a criminal action against an offender has failed; in this respect, it represents at least some of the resources expended when a prosecution fails. A low or decreasing proportion of prosecutions where costs are awarded against police in criminal actions is therefore desirable.

Road safety

Service area objective

To contribute to stopping crime and making the community safer through road safety relationships, reducing road trauma and evidence based enforcement anywhere, anytime.

Service area description

Activities to enforce traffic law and reduce road trauma; target the prevention and detection of speeding; red light offences; driving while distracted; driving under the influence of alcohol or drugs; driving while fatigued; and not wearing seatbelts.

2017-18 service area highlights

The QPS will continue to work in partnership with the community and other road safety stakeholders to make our roads safer.

Highlights include:

- expanding the Roadside Drug Testing program by up to 12,500 tests annually as part of the Government's Action on Ice Package
- working with the Department of Transport and Main Roads and other key partners to implement the *Safer Roads, Safer Queensland - Queensland's Road Safety Action Plan 2017-19* to help Queensland achieve its vision of eliminating serious road trauma over the long term
- continued engagement with the public around the role everyone plays in improving road safety
- conducting enforcement activities to deter and detect dangerous behaviours, including using high visibility, covert strategies such as point-to-point systems and portable speed cameras, and technology such as e-ticketing
- expanding radars on marked motorcycles
- increasing training for road police officers to enable them to better detect and deter broader criminal activities
- participating in Queensland Road Safety Week in August 2017, in partnership with the Department of Transport and Main Roads and the Motor Accident Insurance Commission.

Queensland Police Service	Notes	2016-17 Target/Est.	2016-17 Est. Actual	2017-18 Target/Est.
Service area: Road safety				
Service standards				
<i>Effectiveness measures</i>				
Rate (per 100,000 people) of road crash fatalities	1, 2, 3, 4	5.05	5.19	4.7
Rate (per 100,000 people) of people hospitalised following a road crash	1, 2, 3, 5	133	134	121
<i>Efficiency measure</i>				
Cost of road safety per person	2, 6	New measure	New measure	\$87

Notes:

- Road safety in Queensland is a collaborative approach and enforcement strategies are one aspect of overall road safety efforts. The QPS collaborates with key industry and community organisations, research institutions, government agencies and peak bodies representing road user groups.
- Population data is sourced from Australian Bureau of Statistics Australian Demographic Statistics Catalogue No. 3101.0.
- The 2017-18 Target/Estimate was developed in consultation with the Department of Transport and Main Roads. The *National Road Safety Strategy 2011-2020* outlines that the target road fatality rate is to be based on a 30% reduction in the number of deaths and serious injuries on Australian roads by 2020. Therefore, the target road fatality rate is calculated by the average decline required per year to achieve a 30% reduction by 2020 in Queensland (relative to baseline in 2008-2010).
- The 2016-17 Estimated Actual figure for rate of road crash fatalities is based on an extrapolation of 1 July 2016 - 31 March 2017 data.

5. The 2016-17 Estimated Actual figure for rate of people hospitalised following a road crash is based on an extrapolation of 2016-17 quarter one results provided by the Department of Transport and Main Roads. Results are reported six-months in arrears due to the inherent lag in obtaining data. Updated data will be provided in the QPS Annual Report 2016-17.
6. Cost of road safety per person is the proportion of the total cost of policing services per person spent on delivering road safety-related policing activities. The cost of policing services per person uses the same methodology as the *Report on Government Services* and is calculated by dividing real recurrent expenditure by the Queensland population.

Discontinued measures

Performance measures included in the 2016-17 *Service Delivery Statements* that have been discontinued or replaced are reported in the following table with estimated actual results.

Queensland Police Service	Notes	2016-17 Adjusted Target/Est.	2016-17 Est. Actual	2017-18 Target/Est.
Service area: Crime and public order				
Rate (per 100,000 people) of personal safety offences reported:	1			Discontinued measure
Homicide (murder and other homicide)		2-4	3	
Assault		350-438	466	
Sexual assault		100-125	118	
Robbery		25-31	37	
Total personal safety		550-688	711	
Rate (per 100,000 people) of property security offences reported:	1			Discontinued measure
Unlawful entry		650-813	755	
Other property damage		650-813	760	
Motor vehicle theft		180-225	248	
Other theft (excluding unlawful entry)		1,900-2,375	2,254	
Total property security		4,000-5,000	4,724	
Rate (per 100,000 people) of good order offences detected	1	1,100-1,375	1,252	Discontinued measure
Service area: Police Services				
Cost of policing services per person	2	\$458	\$456	Discontinued measure

Notes:

1. These measures are impacted by a range of activities delivered across government and are not solely influenced by the effectiveness of QPS service delivery. As such, they have been removed from the QPS performance statement.
2. The cost of policing services per person has been discontinued. It has been replaced with the cost of crime and public order per person and the cost of road safety per person in the respective service areas. These new measures provide more information on the efficient operation of the service areas. The cost of policing services per person will continue to be reported in the *Report on Government Services*, produced annually by the Productivity Commission.

Administered items

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

On behalf of the Government the QPS collects revenues including weapons licensing fees, fines and forfeitures, and proceeds from the sale of unclaimed property.

Weapons licensing fees comprise the majority of the administered revenue. Weapons licensing is an important part of the Government's framework to ensure public safety and to prevent the misuse of weapons.

Financial statements and variance explanations in relation to administered items appear in the departmental financial statements.

Departmental budget summary

The table below shows the total resources available in 2017-18 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Queensland Police Service	2016-17 Adjusted Budget \$'000	2016-17 Est. Actual \$'000	2017-18 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹			
Deferred from previous year/s	7,480	24,058	23,297
Balance of service appropriation	1,833,889	1,831,290	1,892,574
Other revenue	407,571	382,861	454,320
Total income	2,248,940	2,238,209	2,370,191
Expenses			
Crime and public order	1,828,512	1,854,406	1,927,029
Road safety	420,428	383,803	443,162
Total expenses	2,248,940	2,238,209	2,370,191
Operating surplus/deficit
Net assets	145,126	109,821	117,753
ADMINISTERED			
Revenue			
Commonwealth revenue
Appropriation revenue
Other administered revenue	13,205	13,205	13,583
Total revenue	13,205	13,205	13,583
Expenses			
Transfers to government	13,205	13,205	13,583
Administered expenses
Total expenses	13,205	13,205	13,583
Net assets

Note:

1. Includes State and Commonwealth funding.

Service area sources of revenue¹

Sources of revenue 2017-18 Budget					
Queensland Police Service	Total cost \$'000	State contribution \$'000	User charges and fees \$'000	C'wealth revenue \$'000	Other revenue \$'000
Crime and public order	1,927,029	1,557,536	65,535	782	303,176
Road safety	443,162	358,335	15,077	..	69,750
Total	2,370,191	1,915,871	80,612	782	372,926

Note:

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

Budget measures summary

This table shows a summary of budget measures relating to the department since the 2016-17 State Budget. Further details are contained in *Budget Measures (Budget Paper 4)*.

Queensland Police Service	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Revenue measures					
Administered
Departmental
Expense measures¹					
Administered
Departmental	16,551	35,077	42,820	15,340	16,274
Capital measures					
Administered
Departmental	..	3,150	23,850	19,950	950

Note:

- Figures reconcile with *Budget Measures (Budget Paper 4)*, including the whole-of-government expense measure '2017-18 Budget Reprioritisations'.

Departmental capital program

Most new and ongoing capital initiatives to support the operational capability of the QPS are provided by the Public Safety Business Agency. This includes police accommodation facilities, motor vehicles, vessels, information technology and construction of a Counter-Terrorism and Community Safety Centre at the Westgate Police Academy.

The QPS continues to be responsible for delivering operational equipment to maintain quality frontline services.

In 2017-18, the QPS will invest \$23.7 million in capital purchases. Program highlights include:

- \$602,000 for operational equipment and vehicles to improve counter-terrorism capability and capacity
- \$3.7 million for Camera Detected Offence Program equipment
- \$19.4 million for other property, plant and equipment including the replacement of operational assets.

Capital budget

Queensland Police Service	Notes	2016-17 Adjusted Budget \$'000	2016-17 Est. Actual \$'000	2017-18 Budget \$'000
Capital purchases¹				
Total land, buildings and infrastructure	
Total plant and equipment	2	44,696	18,411	23,705
Total other capital	
Total capital purchases		44,696	18,411	23,705

Notes:

1. For more detail on the agency's capital acquisitions please refer to *Capital Statement (Budget Paper 3)*.
2. The plant and equipment decrease from the 2016-17 adjusted budget to the 2016-17 Estimated Actual is mainly due to funding transferred to the Public Safety Business Agency for delivery of the capital program on behalf of QPS.

Staffing¹

Queensland Police Service	Notes	2016-17 Adjusted Budget	2016-17 Est. Actual	2017-18 Budget
Crime and public order	2, 3	12,439	12,438	12,580
Road safety	2, 3	2,862	2,861	2,883
TOTAL		15,301	15,299	15,463

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The 2016-17 adjusted budget FTEs include an increase of 645 funded FTEs for the machinery of government transition of various functions from the Public Safety Business Agency, effective 1 July 2016.
3. The 2016-17 Estimated Actual FTEs includes a temporary decrease of two funded FTEs, transferred to the Public Safety Business Agency for the State Regional Infrastructure Programs Project (SRIPP) until 1 July 2018.

Budgeted financial statements

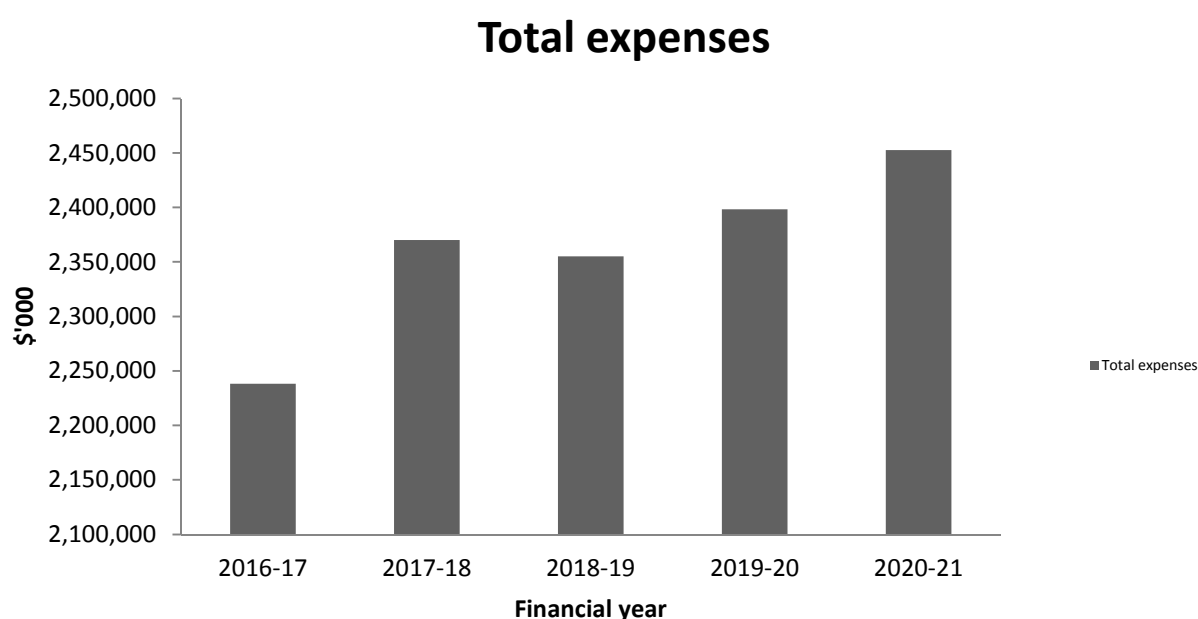
Departmental income statement

Total expenses are estimated to be \$2.37 billion in 2017-18, an increase of \$132 million from the 2016-17 Estimated Actual. The increase is mainly due to additional funding for enterprise bargaining arrangements and for the Gold Coast 2018 Commonwealth Games in 2017-18.

The reduction in 2018-19 reflects the completion of the Gold Coast 2018 Commonwealth Games in 2017-18, partly offset by additional funding for enterprise bargaining arrangements.

The increased expenditure in 2019-20 and 2020-21 is mainly due to enterprise bargaining arrangements.

Chart: Total departmental expenses across the Forward Estimates period



Departmental balance sheet

The department's major assets are plant and equipment and intangibles (\$78.4 million) and cash (\$71.8 million). The department's main liabilities relate to accrued employee benefits (\$69.1 million) and payables (\$23.4 million).

Controlled income statement

Queensland Police Service	Notes	2016-17 Adjusted Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
INCOME				
Appropriation revenue	6,11	1,841,369	1,855,348	1,915,871
Taxes	
User charges and fees	1	82,039	78,806	80,612
Royalties and land rents	
Grants and other contributions	2,7,12	322,770	301,293	370,952
Interest		550	550	550
Other revenue		2,212	2,212	2,206
Gains on sale/revaluation of assets	
Total income		2,248,940	2,238,209	2,370,191
EXPENSES				
Employee expenses	8,13	1,642,936	1,650,607	1,735,470
Supplies and services	3,9,14	271,996	268,776	314,033
Grants and subsidies	4,15	3,207	6,707	3,515
Depreciation and amortisation		15,474	15,474	15,773
Finance/borrowing costs	
Other expenses	5,10	315,327	296,645	301,400
Losses on sale/revaluation of assets	
Total expenses		2,248,940	2,238,209	2,370,191
OPERATING SURPLUS/(DEFICIT)	

Controlled balance sheet

Queensland Police Service	Notes	2016-17 Adjusted Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
CURRENT ASSETS				
Cash assets	16,22	78,682	71,839	71,839
Receivables	17,23	56,494	59,006	59,006
Other financial assets	
Inventories		4,537	5,466	5,466
Other	18,24	8,091	2,413	2,413
Non-financial assets held for sale	
Total current assets		147,804	138,724	138,724
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	19,25,28	75,550	46,438	58,470
Intangibles	20,26,29	25,023	24,019	19,919
Other	
Total non-current assets		100,573	70,457	78,389
TOTAL ASSETS		248,377	209,181	217,113
CURRENT LIABILITIES				
Payables	21,27	30,051	23,425	23,425
Accrued employee benefits		68,084	69,080	69,080
Interest bearing liabilities and derivatives	
Provisions	
Other		5,116	6,855	6,855
Total current liabilities		103,251	99,360	99,360
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		103,251	99,360	99,360
NET ASSETS/(LIABILITIES)		145,126	109,821	117,753
EQUITY				
TOTAL EQUITY		145,126	109,821	117,753

Controlled cash flow statement

Queensland Police Service	Notes	2016-17 Adjusted Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Appropriation receipts	34,39	1,841,369	1,834,049	1,915,871
User charges and fees	30	82,039	78,806	80,612
Royalties and land rent receipts	
Grants and other contributions	31,35,40	13,470	9,175	75,575
Interest received		550	550	550
Taxes	
Other		2,212	2,212	2,206
Outflows:				
Employee costs	36,41	(1,642,936)	(1,650,607)	(1,735,470)
Supplies and services	37,42	(271,996)	(268,776)	(314,033)
Grants and subsidies	32,43	(3,207)	(6,707)	(3,515)
Borrowing costs	
Other		(6,027)	(4,527)	(6,023)
Net cash provided by or used in operating activities		15,474	(5,825)	15,773
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of non-financial assets	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for non-financial assets	33,38,44	(44,696)	(18,411)	(23,705)
Payments for investments	
Loans and advances made	
Net cash provided by or used in investing activities		(44,696)	(18,411)	(23,705)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections		31,152	2,649	9,862
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals		(1,930)	(1,930)	(1,930)
Net cash provided by or used in financing activities		29,222	719	7,932
Net increase/(decrease) in cash held		..	(23,517)	..
Cash at the beginning of financial year		78,682	95,356	71,839
Cash transfers from restructure	
Cash at the end of financial year		78,682	71,839	71,839

Administered income statement

Queensland Police Service	Notes	2016-17 Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
INCOME				
Appropriation revenue	
Taxes	
User charges and fees	45,46	10,784	10,784	11,162
Royalties and land rents	
Grants and other contributions	
Interest	
Other revenue		2,421	2,421	2,421
Gains on sale/revaluation of assets	
Total income		13,205	13,205	13,583
EXPENSES				
Employee expenses	
Supplies and services	
Grants and subsidies	
Depreciation and amortisation	
Finance/borrowing costs	
Other expenses	
Losses on sale/revaluation of assets	
Transfers of Administered Revenue to Government		13,205	13,205	13,583
Total expenses		13,205	13,205	13,583
OPERATING SURPLUS/(DEFICIT)	

Administered balance sheet

Queensland Police Service	Notes	2016-17 Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
CURRENT ASSETS				
Cash assets	47,48	1,963	1,550	1,550
Receivables		(5)	(1)	(1)
Other financial assets	
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		1,958	1,549	1,549
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	
Intangibles	
Other	
Total non-current assets	
TOTAL ASSETS		1,958	1,549	1,549
CURRENT LIABILITIES				
Payables		896	856	856
Transfers to Government payable		1,031	693	693
Accrued employee benefits	
Interest bearing liabilities and derivatives	
Provisions	
Other		31
Total current liabilities		1,958	1,549	1,549
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		1,958	1,549	1,549
NET ASSETS/(LIABILITIES)	
EQUITY				
TOTAL EQUITY	

Administered cash flow statement

Queensland Police Service	Notes	2016-17 Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Appropriation receipts	
User charges and fees	49,50	10,784	10,784	11,162
Royalties and land rent receipts	
Grants and other contributions	
Interest received	
Taxes	
Other		2,421	2,421	2,421
Outflows:				
Employee costs	
Supplies and services	
Grants and subsidies	
Borrowing costs	
Other	
Transfers to Government		(13,205)	(13,205)	(13,583)
Net cash provided by or used in operating activities	
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of non-financial assets	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for non-financial assets	
Payments for investments	
Loans and advances made	
Net cash provided by or used in investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by or used in financing activities	
Net increase/(decrease) in cash held	
Cash at the beginning of financial year		1,963	1,550	1,550
Cash transfers from restructure	
Cash at the end of financial year		1,963	1,550	1,550

Explanation of variances in the financial statements

Income statement

Major variations between 2016-17 Adjusted Budget and 2016-17 Estimated Actual include:

1. User charges and fees decrease is due to lower than anticipated Protective Services revenue.
2. Grants and other contributions decrease is due to a reduction in goods and services provided below fair value to the Queensland Police Service (QPS) by the Public Safety Business Agency (PSBA) following the PSBA review and the re-timing of funding for the Gold Coast 2018 Commonwealth Games to 2017-18.
3. Supplies and services decrease is primarily due to reclassification of expenses as grants and other contributions.
4. Grants and subsidies increase is due to reclassification of expenses from supplies and services.
5. Other expenses decrease is due to a reduction in goods and services provided below fair value to QPS by PSBA following the PSBA review.

Major variations between 2016-17 Adjusted Budget and 2017-18 Budget include:

6. Appropriation revenue increase is mainly due to additional funding for enterprise bargaining arrangements.
7. Grants and other contributions increase is due to funding for the Gold Coast 2018 Commonwealth Games in 2017-18, partially offset by a reduction in goods and services provided below fair value to QPS by PSBA following the PSBA review.
8. Employee expense increase is due to enterprise bargaining arrangements and the Gold Coast 2018 Commonwealth Games in 2017-18.
9. Supplies and services increase is mainly due to the Gold Coast 2018 Commonwealth Games in 2017-18.
10. Other expenses decrease is due to a reduction in goods and services provided below fair value to QPS by PSBA following the PSBA review.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

11. Appropriation revenue increase is due to additional funding for enterprise bargaining arrangements.
12. Grants and other contributions increase is due funding for the Gold Coast 2018 Commonwealth Games in 2017-18.
13. Employee expense increase is due enterprise bargaining arrangements and Gold Coast 2018 Commonwealth Games in 2017-18.
14. Supplies and services increase is primarily due to increased funding received for the Gold Coast 2018 Commonwealth Games.
15. Grants and subsidies decrease is due to reclassification of expenses from supplies and services in 2016-17.

Balance sheet

Major variations between 2016-17 Adjusted Budget and 2016-17 Estimated Actual include:

16. Cash assets decrease is due to movements in receivables, prepayments, accrued employee benefits, and payables.
17. Receivables increase is due to timing of receipts.
18. Other current assets decrease is due to a reduction in pre-payment of supplies and services.
19. Property, plant and equipment decrease is mainly due to funding transfers to PSBA for delivery of the capital program on behalf of QPS and acquisitions deferred to 2017-18.
20. Intangible assets decrease is due to acquisitions deferred to 2017-18.
21. Payables decrease reflects anticipated timing of payments to trade creditors.

Major variations between 2016-17 Adjusted Budget and 2017-18 Budget include:

22. Cash assets decrease is due to movements in receivables, prepayments, accrued employee benefits, and payables.

23. Receivables increase is due to timing of receipts.
24. Other current assets decrease is due to a reduction in pre-payment of supplies and services.
25. Property, plant and equipment decrease is mainly due to funding transfers in 2016-17 to PSBA for delivery of the capital program on behalf of QPS.
26. Intangible assets decrease is mainly due to the amortisation of intangible assets.
27. Payables decrease reflects anticipated timing of payments to trade creditors.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

28. Property, plant and equipment increase is mainly due to acquisitions deferred to 2017-18.
29. Intangible assets decrease is mainly due to the amortisation of intangible assets.

Cash flow statement

Major variations between 2016-17 Adjusted Budget and 2016-17 Estimated Actual include:

30. User charges and fees decrease is due to lower than anticipated Protective Services receipts.
31. Grants and other contributions decrease is due to the re-timing of funding for the Gold Coast 2018 Commonwealth Games to 2017-18.
32. Grants and subsidies increase is due to reclassification of expenses from supplies and services.
33. Payments for non-financial assets decrease is mainly due to funding transfers to PSBA for delivery on behalf of QPS, acquisitions deferred to 2017-18 and an equity to operating conversion to fund the Taser Replacement Program.

Major variations between 2016-17 Adjusted Budget and 2017-18 Budget include:

34. Appropriation receipts increase is due to additional funding for enterprise bargaining arrangements.
35. Grants and other contributions increase is due to funding for the Gold Coast 2018 Commonwealth Games in 2017-18.
36. Employee costs increase is due to enterprise bargaining arrangements and increased funding received for the Gold Coast 2018 Commonwealth Games in 2017-18.
37. Supplies and services increase is primarily due the Gold Coast 2018 Commonwealth Games in 2017-18.
38. Payments for non-financial assets decrease is mainly due to funding transfers in 2016-17 to PSBA for delivery of the capital program on behalf of QPS.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

39. Appropriation receipts increase is mainly due to additional funding for enterprise bargaining arrangements.
40. Grants and other contributions increase is due funding for the Gold Coast 2018 Commonwealth Games in 2017-18.
41. Employee costs increase is due enterprise bargaining arrangements and Gold Coast 2018 Commonwealth Games in 2017-18.
42. Supplies and services increase is primarily due to increased funding received for the Gold Coast 2018 Commonwealth Games in 2017-18.
43. Grants and subsidies decrease is due to reclassification of expenses from supplies and services in 2016-17.
44. Payments for non-financial assets increase is due to acquisitions deferred from 2016-17.

Administered income statement

Major variations between 2016-17 Budget and 2017-18 Budget include:

45. User charges and fees increase relates to fees raised under the *Weapons Act 1990*.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

46. User charges and fees increase relates to fees raised under the *Weapons Act 1990*.

Administered balance sheet

Major variations between 2016-17 Budget and 2016-17 Estimated Actual include:

47. Cash assets increase relates to increased fines and forfeitures received in 2015-16.

Major variations between 2016-17 Budget and 2017-18 Budget include:

48. Cash assets increase relates to increased fines and forfeitures received in 2015-16.

Administered cash flow statement

Major variations between 2016-17 Budget and 2017-18 Budget include:

49. User charges and fees increase relates to fees raised under the *Weapons Act 1990*.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

50. User charges and fees increase relates to fees raised under the *Weapons Act 1990*.



Queensland
Government

Queensland Fire and Emergency Services

Departmental overview

Queensland Fire and Emergency Services (QFES) is the primary provider of fire and rescue and emergency management programs and services throughout Queensland. QFES encompasses fire and rescue services, disaster management services, the Rural Fire Service (RFS), the State Emergency Service (SES) and also supports other volunteer groups providing emergency response to Queenslanders. QFES protects persons, property and the environment through the provision of effective prevention, preparedness, response and recovery activities across a range of emergency situations including man-made and natural disasters.

Key objectives of QFES include to:

- build community capability to prevent incidents occurring and ensure that it is adequately prepared for and able to mitigate the impacts and consequences of fire and emergency events
- contribute to the provision of a timely, coordinated and appropriate response to minimise the effects of fire and emergency events
- provide appropriate relief and support during and after responses to fire and emergency events until a managed transition occurs
- enhance strategic capability and agility
- provide business enabling services that enhance, integrate and support the departments' service delivery and that are compliant, authorised and fit-for-purpose.

QFES contributes to the Queensland Government's objectives by delivering quality frontline services and building safe, caring and connected communities. QFES delivers on these objectives through a range of strategies, including:

- collaborating with communities to develop a shared understanding of their risks and empower them to have the capability to manage those risks
- providing timely and accurate information to inform and enable communities and responders to adequately prepare for, and respond to, fire and emergency events
- providing timely advice, reporting and support to other agencies to assist in the recovery process
- ensuring lessons learnt are taken into consideration during future fire and emergency prevention, preparedness, response and recovery programs
- strengthening community capability and partnerships.

During 2017-18, key strategic challenges for QFES are:

- increasing impact of climate change
- managing service capacity versus community expectations
- increasing demand for services as the population grows, ages and becomes more culturally diverse.

Key priorities for QFES during 2017-18 include:

- ensuring QFES continues being an inclusive, respectful and diverse organisation for staff and volunteers
- increasing focus on prevention, preparedness, response and recovery activities
- embedding the QFES Governance Framework to guide decision making, operations and overarching strategic direction
- integrating the QFES Policy Framework to support good governance and enable the growth of strategic capabilities
- implementing the organisational realignment to support service delivery and meet community needs.

Service performance

Performance statement

Fire and emergency services

Service area objective

To enhance community safety by minimising the impact of fire, emergency incidents and disasters on the people, property, environment and economy of Queensland.

Service area description

QFES enhances community resilience, mitigates risk and contributes to safer and sustainable communities through disaster management, community assistance, responses to structure and landscape fires and rescue across all hazards.

2017-18 service area highlights

In 2017-18, key highlights include work to:

- commence implementation of the Accelerated Rural Fleet Program to provide fit for purpose vehicles, consistent with brigade risk profiles, to volunteer rural fire brigades in rural and regional areas
- continue to enhance volunteer operational capability by ensuring alignment with community needs and development of sustainable policies and programs to support fire and rescue services and disaster management services across the State
- augment approaches for recruitment, development and retention of volunteers
- focus on reducing bushfire risk, improving community safety awareness and knowledge in relation to bushfire safety and prevention, and increasing the skills and experience of RFS volunteers
- focus on severe weather risk, improving community safety awareness and knowledge of severe weather risk including safety precautions, and preparation activities
- continue to enhance partnerships with stakeholders to ensure a coordinated approach to plan and prepare for, respond to and recover from disaster and emergency incidents
- continue to deliver the Road Attitudes and Action Planning (RAAP) program in high schools, a practical lifesaving road safety awareness program for young drivers, facilitated by operational firefighters
- continue to provide the Fight Fire Fascination program, which supports parents to educate their children about the dangers of playing with fire and teaches them the necessary skills to prevent harm to property or lives
- continue to promote the home fire safety message to educate Queenslanders about the importance of smoke alarms and fire escape plans, the If It's Flooded Forget It campaign to highlight the dangers of flooded roads and the Bushfire Safety campaign educating Queenslanders on how to prepare, act and survive
- implement solutions to support interoperability and co-delivery of services across Queensland
- work in collaboration with local governments across Queensland to maintain and develop the SES
- continue to develop QFES's operational capability and support for the Gold Coast 2018 Commonwealth Games to ensure public safety
- continue engagement to support the implementation of the changes to smoke alarm requirements
- monitor and review the disaster management guidelines for disaster operations
- develop a State level risk register for natural hazard risk in partnership with the Queensland Police Service, Local Government and other State agencies
- continue to embed the QFES Transforms Leadership Program to create a progressive, inclusive and highly functioning culture
- continue to embed organisational Workplace Behaviour and Code of Conduct training across the organisation.

Queensland Fire and Emergency Services	Notes	2016-17 Target/Est.	2016-17 Est. Actual	2017-18 Target/Est.
Service area: Fire and Emergency Services				
Service standards				
<i>Effectiveness measures</i>				
Rate of accidental residential structure fires reported (per 100,000 households)	1	<60	60	<60
Response times to structure fires including call taking time:				
50th percentile		<7.8 minutes	8.1	<7.8 minutes
90th percentile	2	<14 minutes	12.6	<14 minutes
Percentage of building and other structure fires confined to room/object of origin	3	≥80%	82%	≥80%
Estimated percentage of households with smoke alarm/detector installed	4	95%	96.2%	95%
Percentage of building premises inspected and deemed compliant at first inspection	5	50%	51%	50%
Rate of Unwanted Alarm Activations per Alarm Signalling Equipment	6	<4	2.5	<4
Percentage of volunteers satisfied with the experience of volunteering for the Rural Fire Service	7	65%	79%	..
Percentage of volunteers satisfied with the experience of volunteering for the State Emergency Service	7	65%	78%	..
Percentage of statewide State Emergency Service volunteers that meet minimal operational training requirements	8	65%	58%	65%
Percentage of disaster management training participants with enhanced capability	9	New measure	New measure	75%
<i>Efficiency measure</i>				
Fire and Emergency Services expenditure per person	10	\$140	\$130	\$134

Notes:

1. Accidental residential structure fires are those fires in a residential structure that are not deliberately lit and with effective educational programs can be reduced or prevented from occurring. Household data is sourced from the Australian Bureau of Statistics (ABS) Catalogue No. 3236.0.
2. Structure fires are fires in housing and other buildings. Only structure fires occurring within the Levy District Boundaries (Class A-D) are included. Excluded are non-emergency calls and those where the department experienced delays due to extreme weather conditions or where the initial response was by another agency or brigade. Only primary exposure incidents are included. Response times can be affected by road congestion, driver behaviour (distraction and inattention to emergency responder) and high density urban residential designs. Based on data for the period 1 April 2016 to 31 March 2017.
3. Only structure fires where the confinement has been determined are included in the calculations. Based on data for the period 1 April 2016 to 31 March 2017.
4. This measure provides an indication of the effectiveness of smoke alarm legislation and awareness raising campaigns represented by the percentage of households with smoke alarms installed. Results are derived from the Annual Queensland Fire and Emergency Services Queensland Householders Survey April 2017.

5. This measure reports the percentage of building premises inspected and deemed compliant with building fire safety regulations (*Fire and Emergency Services Act 1990, Building Act 1975 and Building Fire Safety Regulation 2008*) and fire safety procedures on first inspection. Based on data for the period 1 April 2016 to 31 March 2017.
6. This measure indicates the effectiveness of QFES strategies to help reduce the number of unwanted alarm activations. This measure compares the number of system initiated false alarms responded to by departmental fire personnel with the number of connected Alarm Signalling Equipment (ASE) devices per annum. 'Unwanted Alarm Activations' are defined as any activation of the fire alarm and detection system that could have been avoided. Unwanted alarms have a negative impact on firefighters and the wider community by increasing safety concerns for fire crews and the public, disrupting the community and industry, creating complacency, and imposing unnecessary costs to attend these incidents. Reducing unwanted alarm activations ensures that the department can more effectively manage priority emergency responses and resources. The *Fire and Emergency Services Act 1990* (section 104DA) provides a legislated target of no more than four unwanted alarm activations per ASE per annum. Based on data for the period 1 April 2016 to 31 March 2017.
7. This measure is sourced from the QFES Volunteer Satisfaction Survey which commenced in 2014. It measures the percentage of volunteers who indicated they were either 'very satisfied' or 'satisfied' based on the question "how satisfied are you in general with the experience of volunteering with the RFS/SES?" The survey also measures volunteer satisfaction across a range of areas including training and development, leadership, internal communication and culture. The 2016-17 Estimated Actual is sourced from the July 2016 survey. This is a biennial survey, therefore no target is set for 2017-18.
8. This measure represents the percentage of active SES volunteers who have completed the most common minimum training competency of *Storm Damage Operations*. The 2017-18 Target/Estimate is set at 65% in recognition of the dynamic nature of volunteering, including turnover and the varying risk profiles of localities. The 2016-17 Estimated Actual was affected by a review of the *Storm Damage Operations* training package and the impact of weather events on scheduled training.
9. This new measure is sourced from the annual Queensland Disaster Management Training Framework (QDMTF) Satisfaction and Capability Enhancement Survey. It assesses the efficacy of QDMTF training by measuring the percentage of participants who self-indicated their capability to carry out their disaster management role was enhanced either 'somewhat' or 'significantly'. Section 16A(c) of the *Disaster Management Act 2003* provides the legislative requirement for those with a role in disaster operations to be appropriately trained. In accordance with this requirement, training for Queensland disaster management stakeholders is undertaken in accordance with the QDMTF. Participants undertaking QDMTF training include officers from local government, State government agencies, non-government organisations, Australian government agencies and volunteer groups. Participant disaster management roles include, but are not limited to, Local Disaster Coordinators; Local Disaster Management Group Chairs; District Disaster Coordinators; and District Disaster Management Group Executive Officers.
10. This measure reports the fire and emergency services expenditure divided by the estimated population of Queensland. Population data is sourced from the ABS Catalogue No. 3101.0. The 2017-18 Target/Estimate is based on Queensland Treasury population estimates. The 2016-17 Estimated Actual has reduced from the 2016-17 Target/Estimate mainly due to a revised methodology for the calculation of goods and services provided below fair value to QFES by the Public Safety Business Agency (PSBA).

Discontinued measures

Performance measures included in the 2016-17 Service Delivery Statements that have been discontinued or replaced are reported in the following table with estimated actual results.

Queensland Fire and Emergency Services	Notes	2016-17 Target/Est.	2016-17 Est. Actual	2017-18 Target/Est.
Service area: Fire and emergency services				
Percentage of identified disaster management training met	1	75%	70%	Discontinued measure

Note:

1. This measure is an activity measure, not a measure of service effectiveness, and is being discontinued in 2017-18. This measure will continue to be monitored internally.

Departmental budget summary

The table below shows the total resources available in 2017-18 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Queensland Fire and Emergency Services	2016-17 Adjusted Budget \$'000	2016-17 Est. Actual \$'000	2017-18 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹			
Deferred from previous year/s
Balance of service appropriation	80,571	79,184	81,068
Other revenue	594,997	555,682	582,734
Total income	675,568	634,866	663,802
Expenses			
Fire and emergency services	675,568	634,866	663,802
Total expenses	675,568	634,866	663,802
Operating surplus/deficit
Net assets	67,105	63,626	61,314

Note:

1. Includes State and Commonwealth funding.

Service area sources of revenue¹

Sources of revenue 2017-18 Budget					
Queensland Fire and Emergency Services	Total cost \$'000	State contribution \$'000	User charges and fees \$'000	C'wealth revenue \$'000	Other revenue \$'000
Fire and emergency services	663,802	77,889	51,129	3,902	530,882
Total	663,802	77,889	51,129	3,902	530,882

Note:

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

Budget measures summary

This table shows a summary of budget measures relating to the department since the 2016-17 State Budget. Further details are contained in *Budget Measures (Budget Paper 4)*.

Queensland Fire and Emergency Services	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Revenue measures					
Administered
Departmental
Expense measures¹					
Administered
Departmental	2,336	4,354	4,973	(15)	(16)
Capital measures					
Administered
Departmental	..	10,691	19,405	(10,691)	(19,405)

Note:

- Figures reconcile with *Budget Measures (Budget Paper 4)*, including the whole-of-government expense measure '2017-18 Budget Reprioritisations'.

Departmental capital program

Most new and ongoing capital initiatives to support QFES' operational capability are delivered by the Public Safety Business Agency. This includes fire and emergency services facilities, urban and rural fire appliances and communications equipment and the implementation of the Accelerated Rural Fire Service Fleet Program. QFES continues to be responsible for delivering operational equipment and information systems development.

In 2017-18, the QFES' capital program provides an investment of \$6.2 million for operational plant and equipment and operational information systems and \$897,000 for capital grants to Rural Fire Brigades and State Emergency Services Groups, to support the delivery of essential frontline public safety services for Queensland's communities.

Capital budget

Queensland Fire and Emergency Services	Notes	2016-17 Budget \$'000	2016-17 Est. Actual \$'000	2017-18 Budget \$'000
Capital purchases^{1,2}				
Total plant and equipment		8,075	5,042	6,200
Total other capital		897	897	897
Total capital purchases		8,972	5,939	7,097

Notes:

1. For more detail on the agency's capital acquisitions please refer to *Capital Statement (Budget Paper 3)*.
2. Capital measures from 2017-18 Budget have been transferred to PSBA and can be viewed in the PSBA *Capital Statement (Budget Paper 3)*.

Staffing¹

Queensland Fire and Emergency Services	Notes	2016-17 Adjusted Budget	2016-17 Est. Actual	2017-18 Budget
Fire and Emergency Services	2,3,4	3,256	3,253	3,280
TOTAL		3,256	3,253	3,280

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The 2016-17 adjusted budget FTE includes an increase of 146 funded FTEs for the machinery of government transition of various functions from the Public Safety Business Agency (PSBA) effective 1 July 2016.
3. The 2016-17 Estimated Actual FTE includes a temporary decrease of 3 funded FTEs, transferred to the PSBA for the State Regional Infrastructure Programs Project (SRIPP) until 1 July 2018.
4. The 2017-18 Budget includes an increase of 27 FTE firefighters for the reserve roster.

Budgeted financial statements

Analysis of budgeted financial statements

An analysis of the department's financial statements is provided below.

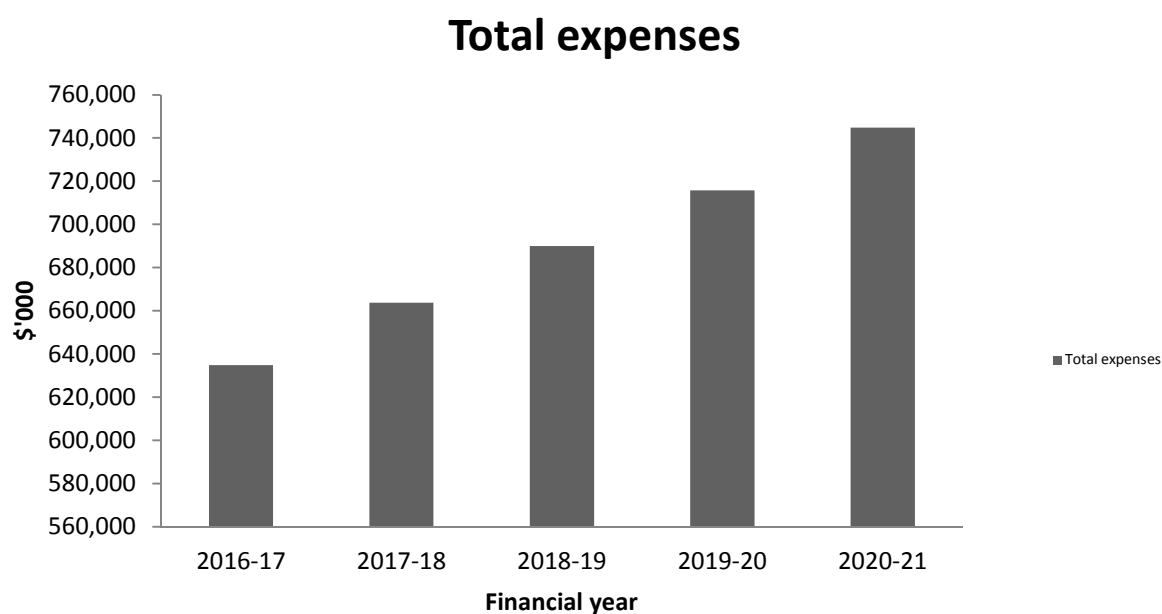
Departmental income statement

Total income is estimated to be \$663.8 million in 2017-18, an increase of \$28.9 million from the 2016-17 Estimated Actual. It is estimated the emergency management levy will contribute \$508.1 million, or 77 per cent, of total operating income in 2017-18.

Total expenses are estimated to be \$663.8 million in 2017-18. This is a \$28.9 million increase from the 2016-17 Estimated Actual. The increase is mainly due to enterprise bargaining arrangements and payments to PSBA to deliver the QFES capital program.

The increase over the remainder of the forward estimates is mostly due to enterprise bargaining arrangements and payments to PSBA to deliver the QFES capital program.

Chart: Total departmental expenses across the Forward Estimates period



Departmental balance sheet

The department's major assets are in cash and receivables (\$63.6 million) and property, plant and equipment (\$25.2 million). The department's main liabilities relate to payables (\$39.9 million) and accrued employee benefits (\$13.2 million).

Controlled income statement

Queensland Fire and Emergency Services	Notes	2016-17 Adjusted Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
INCOME				
Appropriation revenue		80,571	79,184	81,068
Taxes	5,11	486,285	481,868	508,129
User charges and fees		51,170	51,598	51,129
Royalties and land rents	
Grants and other contributions	1,6	55,324	20,091	21,257
Interest		1,354	1,421	1,498
Other revenue		864	704	721
Gains on sale/revaluation of assets	
Total income		675,568	634,866	663,802
EXPENSES				
Employee expenses	2,7,12	372,975	378,808	385,765
Supplies and services	3,8	129,794	119,090	116,736
Grants and subsidies	9,13	119,933	118,207	144,072
Depreciation and amortisation		4,775	4,902	4,971
Finance/borrowing costs	
Other expenses	4,10	47,571	13,339	11,738
Losses on sale/revaluation of assets		520	520	520
Total expenses		675,568	634,866	663,802
OPERATING SURPLUS/(DEFICIT)	

Controlled balance sheet

Queensland Fire and Emergency Services	Notes	2016-17 Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
CURRENT ASSETS				
Cash assets	14,22,31	25,799	21,488	17,947
Receivables	15,23	39,017	45,697	45,697
Other financial assets	
Inventories		2,630	2,396	2,396
Other	16,24	2,368	8,162	8,162
Non-financial assets held for sale	
Total current assets		69,814	77,743	74,202
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	25,32	23,835	23,808	25,176
Intangibles	17,26	12,979	9,038	8,899
Other	
Total non-current assets		36,814	32,846	34,075
TOTAL ASSETS		106,628	110,589	108,277
CURRENT LIABILITIES				
Payables	18,27	17,571	39,851	39,851
Accrued employee benefits	19,28	18,658	13,158	13,158
Interest bearing liabilities and derivatives	
Provisions	
Other	20,29	3,294	(6,046)	(6,046)
Total current liabilities		39,523	46,963	46,963
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		39,523	46,963	46,963
NET ASSETS/(LIABILITIES)		67,105	63,626	61,314
EQUITY				
TOTAL EQUITY	21,30	67,105	63,626	61,314

Controlled cash flow statement

Queensland Fire and Emergency Services	Notes	2016-17 Adjusted Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Appropriation receipts		80,571	79,184	81,068
User charges and fees		50,650	51,078	50,609
Royalties and land rent receipts	
Grants and other contributions	36,42	9,045	7,755	10,944
Interest received		1,354	1,421	1,498
Taxes	37,43	486,285	481,868	508,129
Other		864	704	721
Outflows:				
Employee costs	33,38,44	(372,975)	(378,808)	(385,765)
Supplies and services	34,39	(129,794)	(119,090)	(116,736)
Grants and subsidies	40,45	(119,933)	(118,207)	(144,072)
Borrowing costs	
Other		(1,292)	(1,003)	(1,425)
Net cash provided by or used in operating activities		4,775	4,902	4,971
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of non-financial assets	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for non-financial assets	35,41,46	(8,075)	(5,042)	(6,200)
Payments for investments	
Loans and advances made	
Net cash provided by or used in investing activities		(8,075)	(5,042)	(6,200)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals		(2,312)
Net cash provided by or used in financing activities		(2,312)
Net increase/(decrease) in cash held		(3,300)	(140)	(3,541)
Cash at the beginning of financial year		29,099	21,628	21,488
Cash transfers from restructure	
Cash at the end of financial year		25,799	21,488	17,947

Explanation of variances in the financial statements

Income statement

Major variations between 2016-17 Adjusted Budget and 2016-17 Estimated Actual include:

1. Grants and other contributions decrease is mainly due to a revised methodology for the calculation of goods and services provided below fair value to Queensland Fire and Emergency Services (QFES) by the Public Safety Business Agency (PSBA).
2. Employee expenses increase is mainly due to increased WorkCover premiums and additional presumptive legislation related WorkCover costs.
3. Supplies and services decrease is due to reduced spend as a result of lower than anticipated income and a budget transfer to employee expenses to cover presumptive legislation related WorkCover costs.
4. Other expenses decrease is mainly due to a revised methodology for the calculation of goods and services provided below fair value to QFES by the PSBA.

Major variations between 2016-17 Adjusted Budget and 2017-18 Budget include:

5. Taxes increase is mainly due to a 3.5% increase in the emergency management levy from 1 July 2017 and an estimated growth in levied properties of 1.95%. This increase has been partly offset by adjustments to the emergency management levy in 2016-17.
6. Grants and other contributions decrease is mainly due to a revised methodology for the calculation of goods and services provided below fair value to QFES by the PSBA.
7. Employee expenses increase is mainly due to enterprise bargaining arrangements, increased WorkCover premiums and additional presumptive legislation related WorkCover costs.
8. Supplies and services decrease is due to a budget transfer to employee expenses to cover presumptive legislation related WorkCover costs.
9. Grants and subsidies increase reflects payments to PSBA to deliver the QFES capital program.
10. Other expenses decrease is mainly due to a revised methodology for the calculation of goods and services provided below fair value to QFES by the PSBA.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

11. Taxes increase is mainly due to a 3.5% increase in the emergency management levy from 1 July 2017 and a forecast growth in levied properties of 1.95%.
12. Employee expenses increase is mainly due to enterprise bargaining arrangements.
13. Grants and subsidies increase reflects payments to PSBA to deliver the QFES capital program.

Balance sheet

Major variations between 2016-17 Budget and 2016-17 Estimated Actual include:

14. Cash assets decrease is due to lower than estimated opening cash at bank balance for 2016-17.
15. Receivables increase reflects the estimated timing of receipts.
16. Other assets increase is due to pre-payments of supplies and services.
17. Intangibles decrease reflects lower than expected capital acquisitions in 2016-17.
18. Payables increase reflects the anticipated timing of payments to trade creditors.
19. Accrued employee benefits increase reflects the timing of payments for salaries and wages and related costs.
20. Other current liabilities decrease reflects the timing of expenditure reimbursements to other agencies within the Public Safety portfolio.
21. Total equity decrease is mainly due to a reduction to the accumulated surplus from 2015-16. This decrease has been partly offset by an increase to the contributed equity.

Major variations between 2016-17 Budget and 2017-18 Budget include:

22. Cash assets decrease is mainly due to timing of payments 2016-17.

23. Receivables increase reflects the estimated timing of receipts.
24. Other assets increase is due to pre-payments of supplies and services.
25. Property, plant and equipment increase mainly due to capital acquisitions planned for 2017-18.
26. Intangibles decrease reflects lower than anticipated capital acquisitions in 2016-17.
27. Payables increase reflects the anticipated timing of payments to trade creditors.
28. Accrued employee benefits increase reflects the timing of payments for salaries and wages and related costs.
29. Other current liabilities decrease reflects the timing of expenditure reimbursements to other agencies within the Public Safety portfolio.
30. Total equity decrease is mainly due to a reduction to the accumulated surplus. This decrease has been partly offset by an increase to the contributed equity.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

31. Cash assets decrease is mainly due to timing of payments 2016-17.
32. Property, plant and equipment increase mainly due to capital acquisitions planned for 2017-18.

Cash flow statement

Major variations between 2016-17 Adjusted Budget and 2016-17 Estimated Actual include:

33. Employee costs increase is mainly due to increased WorkCover premiums and additional presumptive legislation related WorkCover costs.
34. Supplies and services decrease is mainly due to a budget transfer to employee expenses for presumptive legislation related WorkCover costs.
35. Payments for non-financial assets decrease is due to a decrease in capital acquisitions in 2016-17.

Major variations between 2016-17 Adjusted Budget and 2017-18 Budget include:

36. Grants and other contributions increase mainly due to Commonwealth Games grants to be received in 2017-18.
37. Taxes increase is mainly due to a 3.5% increase in the emergency management levy from 1 July 2017 and a estimated growth in levied properties of 1.95%. This increase has been partly offset by adjustments to the emergency management levy in 2016-17.
38. Employee costs increase is mainly due to enterprise bargaining arrangements, increased WorkCover premiums and additional presumptive legislation related WorkCover costs.
39. Supplies and services decrease is mainly due to the impact of adjustments to the emergency management levy and a budget transfer to employee expenses for presumptive legislation related WorkCover costs.
40. Grants and subsidies increase is mainly due to an increase to the contribution to PSBA for services provided.
41. Payments for non-financial assets decrease is due to a decrease in capital acquisitions in 2016-17.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

42. Grants and other contributions increase mainly due to Commonwealth Games grants to be received in 2017-18.
43. Taxes increase is mainly due to a 3.5% increase in the emergency management levy from 1 July 2017 and a forecast growth in levied properties of 1.95%.
44. Employee costs increase is mainly due to enterprise bargaining arrangements.
45. Grants and subsidies increase is mainly due to an increase to the contribution to PSBA for services provided.
46. Payments for non-financial assets increase is due to additional capital acquisitions planned for 2017-18.



Public Safety Business Agency

Departmental overview

The Public Safety Business Agency is committed to its vision of being a trusted client-focussed service provider for the public safety portfolio and to enabling its clients to deliver quality community services. The agency supports the Queensland Government's objectives for the community, particularly delivering quality frontline services and building safe, caring and connected communities, by proudly supporting those who keep our community safe.

The role of the agency is to provide:

- information and communications technology (ICT), financial, procurement, asset management, human resources and other corporate services to the Queensland Police Service, Queensland Fire and Emergency Services, and the Office of the Inspector-General Emergency Management
- ICT services to the Queensland Ambulance Service and Queensland Corrective Services
- Queensland Government Air services.

Key objectives of the agency include:

- business - strong client service focus meeting agreed expectations
- clients - effective and respectful partnerships
- people - empowered, inclusive, diverse and capable workforce.

To achieve these objectives, the agency is focusing on the following strategies:

- delivering quality services
- engaging with clients to understand their service needs
- improving business processes in consultation with clients
- building and maintaining a culture of innovation to improve client outcomes
- fostering collaboration and information sharing
- ensuring clarity of service provision and standards
- establishing and maintaining respectful client relationships
- embedding clients in decision making
- committing to the agency's service culture
- investing in its people to achieve performance excellence
- acknowledging, celebrating and rewarding people and teams
- encouraging a diverse and healthy workforce.

Key risks and challenges for the agency in 2017-18 include:

- embedding the agency's business model and sustaining delivery of core business to agreed service targets
- meeting client expectations through effective consultation and engagement
- maintaining a capable workforce through effective workforce design and development.

In 2017-18, the agency will focus on the following key priorities and initiatives:

- delivering services to targets in Service Agreements
- enhancing the agency's risk management systems and practices
- improving methods for measuring client satisfaction and responding to feedback
- developing agency culture and staff capability
- Queensland Government Air transitioning to an Air Operator's Certificate for fixed wing aircraft
- delivering \$244 million of capital initiatives to support the operational capability of the Queensland Police Service, Queensland Fire and Emergency Services, Queensland Ambulance Service and Queensland Government Air
- completing multi-year ICT investment planning with client agencies.

The capital initiatives that PSBA will deliver include new or upgraded police and fire and rescue stations across the State, new and replacement police, fire and emergency service vehicles, and a range of ICT initiatives across the portfolio helping officers work smarter and safer. In 2017-18 this includes a program of accelerated capital works to provide new and refreshed facilities in parts of regional Queensland.

Service performance

Performance statement

Corporate Services

Service area objective

To deliver quality and sustainable corporate and support services to our clients.

Service area description

Services to public safety portfolio agencies include:

- ICT, financial, procurement, asset management, human resources and other corporate services to the Queensland Police Service, Queensland Fire and Emergency Services and the Office of the Inspector-General Emergency Management
- ICT services to the Queensland Ambulance Service and Queensland Corrective Services.

The agency also provides Queensland Government Air services, involving lifesaving, community safety and state support aviation services for the Queensland community.

2017-18 service area highlights

In 2017-18 key highlights include:

- delivering the ongoing capital building improvement programs for frontline services, including replacing and upgrading police and fire stations
- delivering the ongoing vehicle and vessel fleet capital programs for frontline services, including the replacement of police vehicles and fire appliances
- refining the PSBA financial business model with a focus on cost allocation
- commencing delivery of priority projects with client agencies under a multi-year ICT investment plan to support community safety
- completing the Emergency Services Computer Aided Dispatch (ESCAD) upgrade program
- procuring new aircraft to ensure Queensland Government Air meets future service requirements
- Queensland Government Air transitioning to an Air Operator's Certificate for fixed wing aircraft
- implementing the Human Resources Assessment to optimise PSBA human resources
- implementing the Queensland Police Service and Queensland Fire and Emergency Services Enterprise Bargaining Agreement reviews and initiatives
- implementing policy initiatives as a result of Industrial Relations Act changes
- supporting the Queensland Fire and Emergency Services to implement the NEXUS Human Capital Management solution
- supporting the Queensland Police Service in upgrading its payroll solution to Aurion 11
- achieving White Ribbon Accreditation.

Public Safety Business Agency	Notes	2016-17 Adjusted Target/Est.	2016-17 Est. Actual	2017-18 Target/Est.
Service area: Corporate Services				
Service standards				
<i>Effectiveness measure</i>				
Customer satisfaction	1	>50%
<i>Efficiency measure</i>				
PSBA corporate services staff as a percentage of Public Safety Portfolio staff	2	New measure	New measure	<6.5%

Notes:

1. The Review of the Public Safety Business Agency (PSBA) tabled in Parliament in February 2016 made eight recommendations including that the agency narrow its focus to corporate support. The Queensland Government accepted the Review's recommendations, with the exception of Recommendation 6 to transfer Police Air Wing to the Queensland Police Service. At 31 October 2016 all Government-endorsed recommendations were closed and work continues on resolving outstanding PSBA review recommendation 6, which may have implications for the future strategic direction of QGAir. PSBA introduced client satisfaction as an effectiveness measure in 2013-14 and has reported on it in subsequent *Service Delivery Statements*. Due to the major structural changes to PSBA following the Review, a client satisfaction survey was not conducted in 2016-17 and therefore results are unavailable. PSBA is committed to supporting public safety agencies in the delivery of frontline services and to measuring the satisfaction of its clients. The agency's client satisfaction measurement methodologies and targets are under review to ensure alignment with the new PSBA structure and current better practice. A survey will be conducted in 2017-18 to measure overall client satisfaction and targets will be published in future *Service Delivery Statements*.
2. This service standard replaces the former standard measuring the cost of delivering agency services on a per capita Queensland basis. The new standard is calculated by dividing the total number of full time equivalent staff in PSBA by the total number of full time equivalent staff in PSBA, the Queensland Police Service, Queensland Fire and Emergency Services and the Office of the Inspector-General Emergency Management. The 2017-18 Target/Estimate is based on the current full time equivalent percentage.

Discontinued measures

Performance measures included in the 2016-17 *Service Delivery Statements* that have been discontinued or replaced are reported in the following table with estimated actual results.

Public Safety Business Agency	Notes	2016-17 Adjusted Target/Est.	2016-17 Est. Actual	2017-18 Target/Est.
Service area: Corporate Services				
Cost of Public Safety Business Agency services per person	1	\$109	\$94	Discontinued measure

Note:

1. This service standard measures the cost of delivering agency services on a per capita Queensland basis. The measure is calculated by dividing annual PSBA expenditure by Queensland population data extracted from the Australian Bureau of Statistics Catalogue No. 3101.0. The 2016-17 Target/Estimate published in the 2016-17 *Service Delivery Statement* was \$142 per person. This figure has been revised to \$109 to reflect budget adjustments resulting from machinery of government changes since the 2016-17 *Service Delivery Statement*. The measure is not considered to be an appropriate efficiency measure for this service area. It has been replaced with the new efficiency measure 'PSBA corporate services staff as a percentage of Public Safety Portfolio staff'.

Departmental budget summary

The table below shows the total resources available in 2017-18 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Public Safety Business Agency	2016-17 Adjusted Budget \$'000	2016-17 Est. Actual \$'000	2017-18 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹			
Deferred from previous year/s	34,780	7,366	3,277
Balance of service appropriation	302,915	317,932	314,473
Other revenue	212,946	145,211	168,239
Total income	550,641	470,509	485,989
Expenses			
Corporate services	536,763	463,344	458,996
Total expenses	536,763	463,344	458,996
Operating surplus/deficit	13,878	7,165	26,993
Net assets	2,662,664	2,683,614	2,854,629

Note:

1. Includes State funding only.

Service area sources of revenue¹

Sources of revenue 2017-18 Budget					
Public Safety Business Agency	Total cost \$'000	State contribution \$'000	User charges and fees \$'000	C'wealth revenue \$'000	Other revenue \$'000
Corporate services	458,996	317,750	25,360	..	142,879
Total	458,996	317,750	25,360	..	142,879

Note:

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

Budget measures summary

This table shows a summary of budget measures relating to the department since the 2016-17 State Budget. Further details are contained in *Budget Measures (Budget Paper 4)*.

Public Safety Business Agency	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Revenue measures					
Administered
Departmental
Expense measures¹					
Administered
Departmental ¹	800	5,245	(805)	(766)	(764)
Capital measures					
Administered
Departmental	6,010	6,087

Note:

- Figures reconcile with *Budget Measures (Budget Paper 4)*, including the whole-of-government expense measure '2017-18 Budget Reprioritisations'. This measure has been combined with Inspector-General Emergency Management's reprioritisation in *Budget Measures (Budget Paper 4)*.

Departmental capital program

In 2017-18, the Public Safety Business Agency's capital program provides an investment of \$244 million for capital purchases to support the delivery of essential frontline public safety services for Queensland communities. This is a 41% increase on the 2016-17 capital program and reflects the Government's focus on increased infrastructure investment across regional Queensland. \$108 million will be invested on behalf of Queensland Fire and Emergency Services, \$121.7 million on behalf of the Queensland Police Service, \$6.1 million for other departmental aircraft maintenance and \$8.3 million to support the Queensland Ambulance Service information and communication technology.

Queensland Fire and Emergency Services related program highlights:

- \$19.2 million to replace auxiliary-staffed fire and rescue stations in smaller towns and communities across the state
- \$17 million to replace or upgrade, permanently-staffed fire and rescue stations, operational, communications, specialised and air operations response facilities in major regional centres and the greater-Brisbane area
- \$47.1 million for replacement, upgraded and additional fire and rescue (urban) and rural appliances and specialised vehicles across the state.

Queensland Police Service related program highlights:

Investments to replace or upgrade stations, specialised policing facilities, vehicles, vessels, equipment and information and communications systems in major regional centres and towns to enhance coordination and delivery of policing, community safety and emergency incident response services and improve community accessibility, including:

- \$23.9 million to replace or upgrade police stations, watch houses and associated facilities in regional centres, smaller towns and communities across the state
- \$13.2 million to replace or upgrade, specialised policing response and operational facilities in a regional centre and the greater-Brisbane area
- \$36.8 million for replacement, upgraded and additional police vehicles, vessels and specialised response vehicles across the state.

Other Departmental:

- \$6.1 million for aircraft maintenance
- \$8.3 million to support the Queensland Ambulance Service information and communication technology.

Capital budget

Public Safety Business Agency	Notes	2016-17 Adjusted Budget \$'000	2016-17 Est. Actual \$'000	2017-18 Budget \$'000
Capital purchases¹				
Total land, buildings and infrastructure		69,789	76,712	118,603
Total plant and equipment		110,365	96,966	125,424
Total other capital	
Total capital purchases		180,154	173,678	244,027

Note:

1. For more detail on the agency's capital acquisitions please refer to *Capital Statement (Budget Paper 3)*.

Staffing¹

Public Safety Business Agency	Notes	2016-17 Adjusted Budget	2016-17 Est. Actual	2017-18 Budget
Corporate Services	2, 3	1,117	1,144	1,144
TOTAL		1,117	1,144	1,144

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. 2016-17 Budget has been adjusted from 2,057 down to 1,117 due to machinery of government changes as a result of the PSBA Review.
3. 2016-17 Estimated Actual includes an increase in FTE for transfer of FTE from Queensland Fire and Emergency Services and the Queensland Police Service for the Queensland Government's Significant Regional Infrastructure Projects Program and for Queensland Government Air's Air Operator's Certificate, as well as a decrease of FTEs resulting from the transfer of the Human Resources Information System Program to the Department of Science, Information Technology and Innovation.

Budgeted financial statements

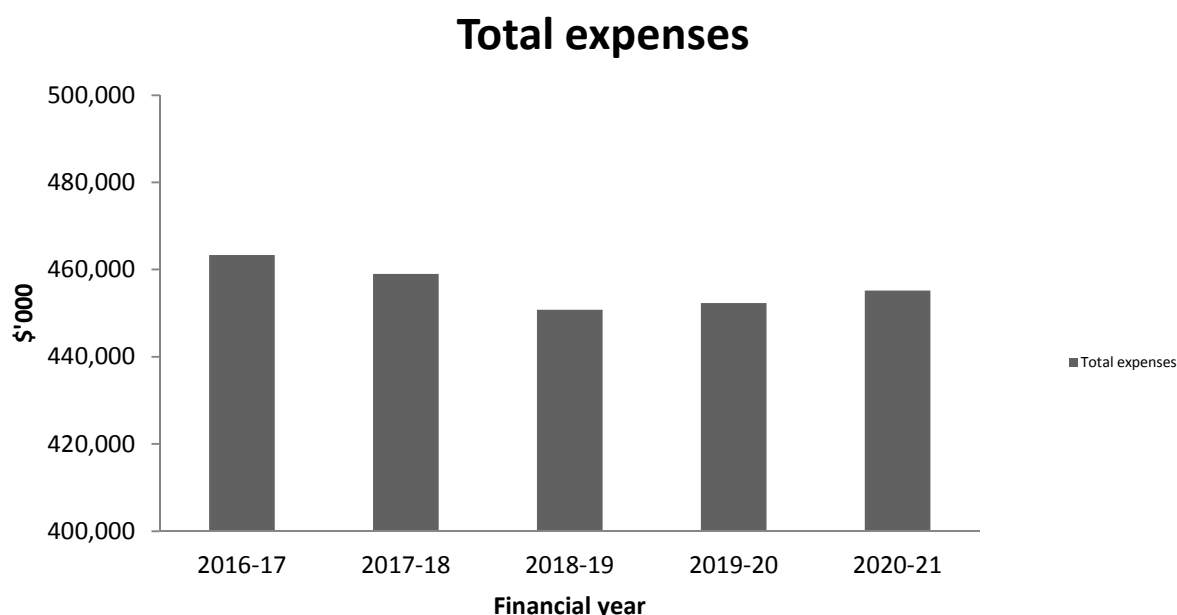
Analysis of budgeted financial statements

Departmental income statement

Total expenses are estimated to be \$459 million in 2017-18, a decrease of \$4.3 million from the 2016-17 Estimated Actual. The decrease is mainly due to the machinery of government (MOG) transfer of the Blue Card Services to the Department of Justice and Attorney-General (DJAG) effective 1 October 2016 and the transfer of the human resource and payroll systems replacement project to the Department of Science, Information Technology and Innovation (DSITI) effective 1 November 2016.

The expenditure reduction in 2018-19 reflects the additional funding in 2017-18 only for the QGAir Fixed Wing and Rotary Wing and the Emergency Helicopter Network, and the expected completion in 2017-18 of various projects. The increased expenditure in 2019-20 and 2020-21 is mainly due to enterprise bargaining arrangements.

Chart: Total departmental expenses across the Forward Estimates period



Departmental balance sheet

The department's major assets are property, plant and equipment and intangibles (\$2.772 billion) and cash (\$119 million). Non-current assets are expected to increase by 10.1% over the next three years, principally due to anticipated acquisition levels and revaluations over the period. The department's main liabilities relate to payables (\$81.8 million) with the value of payables estimated to remain at current levels through to 2020-21.

Controlled income statement

Public Safety Business Agency	Notes	2016-17 Adjusted Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
INCOME				
Appropriation revenue	1,5,10	337,695	325,298	317,750
Taxes	
User charges and fees	6,11	27,579	27,579	25,360
Royalties and land rents	
Grants and other contributions	2,7,12	181,597	113,862	139,103
Interest	
Other revenue		1,770	1,770	1,776
Gains on sale/revaluation of assets		2,000	2,000	2,000
Total income		550,641	470,509	485,989
EXPENSES				
Employee expenses	13	127,725	124,251	128,298
Supplies and services	3,8,14	173,568	165,548	155,606
Grants and subsidies		30,975	31,568	34,014
Depreciation and amortisation		134,448	134,448	135,002
Finance/borrowing costs		471	471	471
Other expenses	4,9	67,576	5,058	3,605
Losses on sale/revaluation of assets		2,000	2,000	2,000
Total expenses		536,763	463,344	458,996
OPERATING SURPLUS/(DEFICIT)		13,878	7,165	26,993

Controlled balance sheet

Public Safety Business Agency	Notes	2016-17 Adjusted Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
CURRENT ASSETS				
Cash assets	15,21	101,418	120,196	118,998
Receivables	16,22	28,920	34,822	34,822
Other financial assets	
Inventories		843	1,071	1,071
Other		22,462	22,601	22,601
Non-financial assets held for sale		5,084	4,904	4,904
Total current assets		158,727	183,594	182,396
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	23,29	2,554,058	2,582,436	2,757,935
Intangibles	17,24	26,041	17,025	13,589
Other	
Total non-current assets		2,580,099	2,599,461	2,771,524
TOTAL ASSETS		2,738,826	2,783,055	2,953,920
CURRENT LIABILITIES				
Payables	18,25	55,384	81,791	81,791
Accrued employee benefits		9,393	9,338	9,338
Interest bearing liabilities and derivatives	19,26	9,619	1,751	1,601
Provisions	
Other		1,766	45	45
Total current liabilities		76,162	92,925	92,775
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest bearing liabilities and derivatives	20,27	..	6,516	6,516
Provisions	
Other	
Total non-current liabilities		..	6,516	6,516
TOTAL LIABILITIES		76,162	99,441	99,291
NET ASSETS/(LIABILITIES)		2,662,664	2,683,614	2,854,629
EQUITY				
TOTAL EQUITY	28,30	2,662,664	2,683,614	2,854,629

Controlled cash flow statement

Public Safety Business Agency	Notes	2016-17 Adjusted Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Appropriation receipts	31,33,37	337,695	325,415	317,750
User charges and fees	34,38	27,579	27,579	25,360
Royalties and land rent receipts	
Grants and other contributions	35,39	115,568	111,862	137,053
Interest received	
Taxes	
Other		1,770	1,770	1,776
Outflows:				
Employee costs	40	(127,725)	(124,251)	(128,298)
Supplies and services	32,36,41	(173,568)	(165,548)	(155,606)
Grants and subsidies		(30,975)	(31,568)	(34,014)
Borrowing costs		(471)	(471)	(471)
Other		(1,547)	(3,058)	(1,555)
Net cash provided by or used in operating activities		148,326	141,730	161,995
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of non-financial assets		18,400	18,904	14,800
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for non-financial assets		(180,154)	(173,678)	(244,027)
Payments for investments	
Loans and advances made	
Net cash provided by or used in investing activities		(161,754)	(154,774)	(229,227)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections		55,185	46,630	126,694
Outflows:				
Borrowing redemptions		(81)	(81)	(150)
Finance lease payments	
Equity withdrawals		(60,510)	(60,510)	(60,510)
Net cash provided by or used in financing activities		(5,406)	(13,961)	66,034
Net increase/(decrease) in cash held		(18,834)	(27,005)	(1,198)
Cash at the beginning of financial year		125,829	152,778	120,196
Cash transfers from restructure		(5,577)	(5,577)	..
Cash at the end of financial year		101,418	120,196	118,998

Explanation of variances in the financial statements

Income statement

Major variations between 2016-17 Adjusted Budget and 2016-17 Estimated Actual include:

1. Appropriation revenue decrease is mainly due to the transfer of the human resource and payroll systems replacement project to the Department of Science, Information Technology and Innovation (DSITI) effective 1 November 2016. This decrease has been partly offset by budget transfers from the Queensland Police Service (QPS) and equity to operating budget transfers for various ICT projects in 2016-17.
2. Grants and other contributions decrease is mainly due to a reduction in goods and services received below fair value as a result of the MOG transfer of functions from the Public Safety Business Agency (PSBA) to QPS and the Queensland Fire and Emergency Services (QFES), and a reduction in the contribution from QFES for the QFES capital program.
3. Supplies and services decrease is mainly due the transfer of the human resource and payroll systems replacement project to DSITI effective 1 November 2016. This decrease has been partly offset by budget transfers from QPS and equity to operating budget transfers for various ICT projects in 2016-17.
4. Other expenses decrease is mainly due to a reduction in goods and services received below fair value as a result of the MOG transfer of functions from PSBA to QPS and QFES.

Major variations between 2016-17 Adjusted Budget and 2017-18 Budget include:

5. Appropriation revenue decrease is mainly due the transfer of the human resource and payroll systems replacement project to DSITI from 1 November 2016. This decrease has been partly offset by funding for enterprise bargaining arrangements and additional funding to progress a new Cairns rotary wing facility for QGAir.
6. User charges and fees decrease is mainly due to the MOG transfer of Blue Card Services to the Department of Justice and Attorney-General (DJAG) effective 1 October 2016.
7. Grants and other contributions decrease is mainly due to a reduction in goods and services received below fair value as a result of the MOG transfer of functions from PSBA to QPS and QFES. The decrease is partly offset by an increase to the contribution from QFES to deliver the QFES capital program.
8. Supplies and services decrease is mainly due to the MOG transfer of Blue Card Services to the DJAG effective 1 October 2016 and the transfer of the human resource and payroll systems replacement project to the DSITI from 1 November 2016. The decrease is partly offset by budget transfers from QPS and equity to operating budget transfers for various ICT projects in 2016-17.
9. Other expenses decrease is mainly due to a reduction in goods and services received below fair value as a result of the MOG transfer of functions from PSBA to QPS and QFES.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

10. Appropriation revenue decrease is mainly due to the transfer of Blue Card Services to the DJAG effective 1 October 2016 and the transfer of the human resource and payroll systems replacement project to DSITI effective 1 November 2016.
11. User charges and fees decrease is mainly due to the MOG transfer of Blue Card Services to the DJAG effective 1 October 2016.
12. Grants and other contributions increase is mainly to due payments to deliver the QFES capital program.
13. Employee expenses increase is mainly due to enterprise bargaining arrangements.
14. Supplies and services decrease is mainly due to the MOG transfer of Blue Card Services to the DJAG effective 1 October 2016 and the transfer of the human resource and payroll systems replacement project to DSITI effective 1 November 2016.

Balance sheet

Major variations between 2016-17 Adjusted Budget and 2016-17 Estimated Actual include:

15. Cash assets increase is mainly due to lower than estimated payments for property, plant and equipment and intangibles, and timing of payments.
16. Receivables increase is due to timing of receipts.
17. Intangibles decrease reflects equity to operating budget transfers for various ICT projects in 2016-17.
18. Payables increase reflects anticipated timing of payments to trade creditors.
19. Current interest-bearing liabilities and derivatives decrease reflects the reclassification of loan debt to non-current liabilities.
20. Non-current interest-bearing liabilities and derivatives increase reflects the reclassification of loan debt from current liabilities.

Major variations between 2016-17 Adjusted Budget and 2017-18 Budget include:

21. Cash assets increase is mainly due to lower than estimated payments for property, plant and equipment and intangibles, and timing of payments in 2016-17.
22. Receivables increase is mainly due to estimated timing of receipts in 2016-17.
23. Property, plant and equipment increase is mainly due to revaluation increments and capital acquisitions planned for 2017-18.
24. Intangibles decrease reflects equity to operating budget transfers for various ICT projects in 2016-17.
25. Payables increase reflects anticipated timing of payments to trade creditors.
26. Current interest-bearing liabilities and derivatives decrease reflects the reclassification of loan debt to non-current liabilities.
27. Non-current interest-bearing liabilities and derivatives increase reflects the reclassification of loan debt from current liabilities.
28. Total equity increase is mainly due to estimated revaluation increments, an increase to the operating surplus from the QFES and QAS grant revenue for ICT capital purchases, and increased equity funding for the capital acquisitions program.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

29. Property, plant and equipment increase is mainly due to revaluation increments and capital acquisitions planned for 2017-18.
30. Total equity increase is mainly due to estimated revaluation increments, an increase to the operating surplus from the QFES and QAS grant revenue for ICT capital purchases, and increased equity funding for the capital acquisitions program.

Cash flow statement

Major variations between 2016-17 Adjusted Budget and 2016-17 Estimated Actual include:

31. Appropriation receipts decrease is mainly due to the transfer of the human resource and payroll systems replacement project to DSITI effective 1 November 2016. This decrease has been partly offset by budget transfers from QPS and equity to operating budget transfers for various ICT projects in 2016-17.
32. Supplies and services decrease is mainly due the transfer of the human resource and payroll systems replacement project to DSITI effective 1 November 2016. This decrease has been partly offset by budget transfers from QPS and equity to operating budget transfers for various ICT projects in 2016-17.

Major variations between 2016-17 Adjusted Budget and 2017-18 Budget include:

33. Appropriation receipts decrease is mainly due the transfer of the human resource and payroll systems replacement project to DSITI effective 1 November 2016. This decrease has been partly offset by funding for enterprise bargaining arrangements and additional funding to progress a new Cairns rotary wing facility for QGAir.

- 34. User charges and fees decrease is mainly due to the MOG transfer of Blue Card Services to the DJAG effective 1 October 2016.
- 35. Grants and other contributions increase is mainly due to payments to deliver the QFES capital program.
- 36. Supplies and services decrease is mainly due to the MOG transfer of Blue Card Services to the DJAG effective 1 October 2016 and the transfer of the human resource and payroll systems replacement project to DSITI effective 1 November 2016. The decrease is partly offset by budget transfers from QPS and equity to operating budget transfers for various ICT projects in 2016-17.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

- 37. Appropriation receipts decrease is mainly due to the MOG transfer of Blue Card Services to the DJAG effective 1 October 2016 and the transfer of the human resource and payroll systems replacement project to DSITI effective 1 November 2016.
- 38. User charges and fees decrease is mainly due to the part-year effect of the Blue Card Services MOG to DJAG from 1 October 2016.
- 39. Grants and other contributions increase is mainly due to payments to deliver the QFES capital program.
- 40. Employee costs increase is mainly due to enterprise bargaining arrangements.
- 41. Supplies and services decrease is mainly due to the MOG transfer of Blue Card Services to the DJAG effective 1 October 2016 and the transfer of the human resource and payroll systems replacement project to DSITI effective 1 November 2016. The decrease is partly offset by budget transfers from QPS and equity to operating budget transfers for various ICT projects in 2016-17.



Queensland
Government

Office of the Inspector-General Emergency Management

Departmental overview

The Office of the Inspector-General Emergency Management (IGEM) was established on 1 July 2014 to enable confidence in Queensland's emergency management arrangements.

The Office of the IGEM's vision is to be a catalyst for excellence in emergency management. To support this, the strategic objectives of the Office of the IGEM are to:

- provide independent assurance and advice to Government, stakeholders and the community to enhance strategic direction, accountability and outcomes in Queensland's emergency management arrangements
- maintain a culture of excellence and innovation that challenges the emergency management sector to adapt to and explore emerging opportunities
- ensure our workforce is diverse, forward looking, agile and engaged.

The Office of the IGEM is committed to delivering on the Queensland Government's objectives for the community of building safe, caring and connected communities and delivering quality frontline services. The Office of the IGEM does this by reviewing and assessing the effectiveness of disaster management in Queensland and recommending improvements. It also identifies opportunities for cooperative partnerships to support improved community outcomes.

Emergency management operates in a changing strategic context in Queensland. In this context, the Office of the IGEM has identified the following key risks for the Office in 2017-18 and into the future:

- environmental factors and digital disruption may impact the extent to which barriers to responsive and integrated disaster management are effectively reduced for local governments, state agencies and key partners
- shifting customer expectations may impact the Office's ability to provide valued and contemporary services to key stakeholders and partners in the emergency management sector, and to ensure state agency participation in arrangements at all levels
- the changing hazard environment and disaster events may limit the opportunity to engage with key stakeholders, and ensure appropriate action is being taken to contribute to resilient communities.

To address these risks in 2017-18, the Office of the IGEM will progress a range of key strategies and initiatives including:

- promoting a coordinated strategic direction for emergency management in Queensland
- undertaking targeted reviews and system analysis that identify risks and prioritise improvements on the basis of community outcomes
- designing, applying and embedding contemporary assurance frameworks, activities and tools that are valued by stakeholders and enable improved performance, evaluation and reporting
- providing system oversight and assurance that enables key stakeholders to deliver their responsibilities and achieve performance outcomes across emergency management
- seeking and harnessing trusted partnerships that promote collaboration, community-centric engagement, leadership and resilience
- connecting and engaging with key stakeholders and partners through flexible and transparent platforms, systems and processes that enable interoperability, open communication and good governance
- leveraging contemporary research and analysis to inform evidence-based policy, practice and advice across all phases of emergency management
- providing clear and timely information and advice that builds capability and empowers key stakeholders to effectively meet their emergency management accountabilities.

Service performance

Performance statement

Independent Assurance and Advice to Improve Emergency Management

Service area objective

To provide independent assurance and advice that enables confidence in Queensland's emergency management arrangements.

Service area description

The Office of the IGEM provides independent assurance and advice about Queensland's emergency management arrangements and authoritative reporting to enhance accountability and improve outcomes for the community.

The Office undertakes a range of assurance activities and system analysis to identify risks to emergency management planning, preparedness, response and recovery arrangements and recommends evidence-based improvements. The most robust assurance activity is a tier three review that has significant depth and rigour and provides a higher level of confidence in the disaster management matter being assessed.

2017-18 service area highlights

In 2017-18, the Office of the IGEM will continue to review and assess disaster management arrangements in Queensland through a risk based approach, including undertaking reviews that may arise from future disaster events.

Further highlights include:

- completing the review of the effectiveness of Queensland's disaster management system in response to Tropical Cyclone Debbie
- sharing lessons from the review of evacuation management arrangements
- conducting a Capability Review of a disaster district, including the district and local disaster management groups
- progressing research and collaborative opportunities between local disaster management practitioners and universities
- facilitating knowledge sharing, skills development, consultation and collaboration across the sector through a statewide network of disaster management officers.

Office of the Inspector-General Emergency Management	Notes	2016-17 Target/Est.	2016-17 Est. Actual	2017-18 Target/Est.
Service area: Independent Assurance and Advice to Improve Emergency Management				
Service standards				
<i>Effectiveness measure</i> Customer satisfaction	1, 2, 3	80%	87%	80%
<i>Efficiency measure</i> Average cost per tier three review (\$'000)	4, 5	New measure	New measure	200

Notes:

1. This service standard is measured as part of an annual customer survey. Customers include the Minister, state and local government stakeholders with a role in disaster and emergency management.
2. This service standard measures overall satisfaction with the Office of the IGEM. Overall satisfaction is measured in terms of satisfaction with aspects of staff performance, timeliness, accessibility, quality, advice given and services provided.

3. This service standard measures the number of respondents who indicated they were either 'very satisfied' or 'satisfied' (on a 5 point scale ranging from very dissatisfied to very satisfied) with the services and advice provided by the Office of the IGEM represented as a percentage of the total number of responses received.
4. The Office of the IGEM leads a broad range of assurance activities to ensure Queenslanders benefit from the best possible disaster management arrangements. Assurance activities include a program of strategic reviews that are identified in consultation with disaster management stakeholders and broad environmental scanning activities conducted by the Office. Reviews enable the IGEM to identify risks and gaps and prioritise areas for improvement in Queensland's disaster management arrangements. Tier one and two activities have a broader scope, varied levels of evaluation and reduced independence compared to a tier three activity. Both tier one and two activities rely on data from self-assessment, third parties and stakeholders. At the highest level, a tier three activity is likely to have a well-defined scope, form an independent enquiry, and have significant depth and rigour. Tier three activities aim to assess the effectiveness of a defined aspect of disaster management in Queensland, providing a higher level of confidence in the matter being assessed. Greater levels of assurance come at an increased time and resource cost.
5. This service standard measures the average cost to complete a tier three review. The service standard measures costs incurred by the Office of the IGEM in undertaking tier three reviews. Costs of completing reviews such as contractors, venue and equipment hire, legal advice, staff salary, travel, accommodation and overheads are included in this measure. The 2017-18 target/estimate has been informed by the average cost of tier three reviews completed in 2015-16. The cost of all tier three reviews completed during the financial year will be used for the measure.

Discontinued measures

Performance measures included in the 2016-17 Service Delivery Statements that have been discontinued or replaced are reported in the following table with estimated actual results.

Office of the Inspector-General Emergency Management	Notes	2016-17 Target/Est.	2016-17 Est. Actual	2017-18 Target/Est.
Service area: Independent Assurance and Advice to Improve Emergency Management				
Proportion of recommendations agreed to by entities to which the recommendations apply	1	80%	85%	Discontinued measure

Note:

1. This measure is being discontinued as it is not considered a robust measure of effectiveness, as agreement to recommendations by entities to which they apply does not reflect implementation or impact.

Departmental budget summary

The table below shows the total resources available in 2017-18 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Office of the Inspector-General Emergency Management	2016-17 Budget \$'000	2016-17 Est. Actual \$'000	2017-18 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹			
Deferred from previous year/s	75
Balance of service appropriation	3,911	3,937	4,232
Other revenue	742	645	661
Total income	4,653	4,582	4,968
Expenses			
Independent Assurance and Advice to Improve Emergency Management	4,653	4,582	4,968
Total expenses	4,653	4,582	4,968
Operating surplus/deficit
Net assets	839	1,112	1,112

Note:

1. Includes State and Commonwealth funding.

Service area sources of revenue¹

Sources of revenue 2017-18 Budget					
Office of the Inspector-General Emergency Management	Total cost \$'000	State contribution \$'000	User charges and fees \$'000	C'wealth revenue \$'000	Other revenue \$'000
Independent Assurance and Advice to Improve Emergency Management	4,968	4,307	661
Total	4,968	4,307	661

Note:

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

Budget measures summary

This table shows a summary of budget measures relating to the department since the 2016-17 State Budget. Further details are contained in *Budget Measures (Budget Paper 4)*.

Office of the Inspector-General Emergency Management	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Revenue measures					
Administered
Departmental
Expense measures¹					
Administered
Departmental	..	(5)	(11)	(11)	(11)
Capital measures					
Administered
Departmental

Note:

- Figures reconcile with *Budget Measures (Budget Paper 4)*, including the whole-of-government expense measure '2017-18 Budget Reprioritisations'. This measure has been combined with Public Safety Business Agency's reprioritisation in *Budget Measures (Budget Paper 4)*.

Staffing¹

Office of the Inspector-General Emergency Management	Notes	2016-17 Budget	2016-17 Est. Actual	2017-18 Budget
Independent Assurance and Advice to Improve Emergency Management		21	21	22
TOTAL		21	21	22

Note:

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

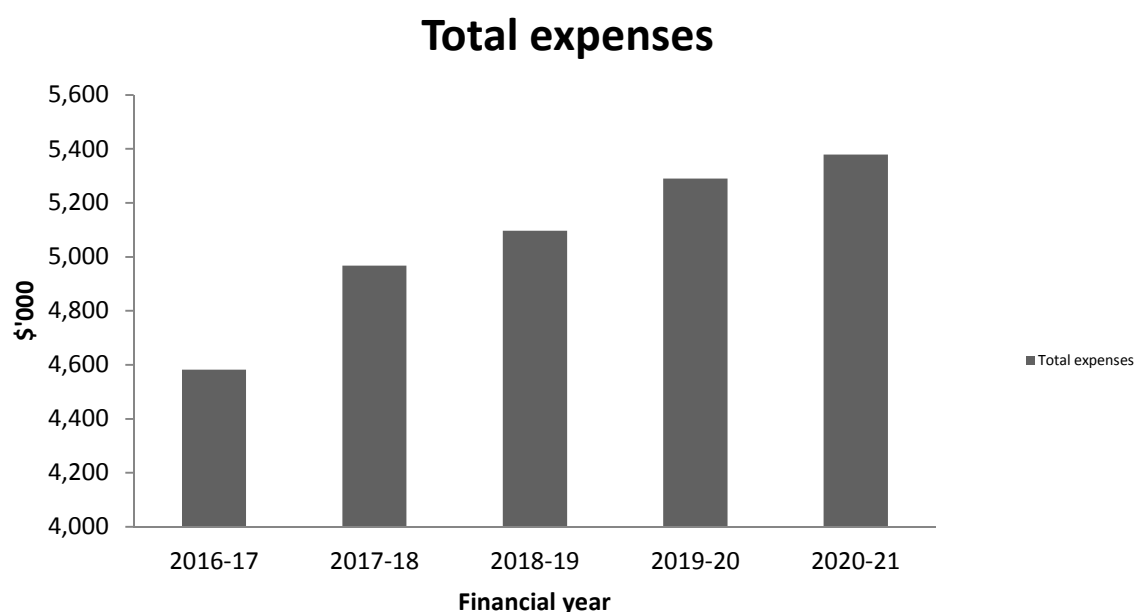
Budgeted financial statements

Analysis of budgeted financial statements

Departmental income statement

Total expenses are estimated to be \$5 million in 2017-18, an increase of \$386,000 from the 2016-17 Estimated Actual. The increase is mainly due to enterprise bargaining arrangements, expenditure relating to a new office lease agreement and the rescheduling of expenditure to 2017-18. Increases in 2018-19, 2019-20 and 2020-21 are mainly due to enterprise bargaining arrangements and the office lease agreement.

Chart: Total departmental expenses across the Forward Estimates period



Departmental balance sheet

The Office of the IGEM's major asset is cash. The main liabilities relate to payables, payments for salaries, wages and other employee entitlements, and expenditure reimbursements to other agencies within the Public Safety Portfolio.

Controlled income statement

The Office of the Inspector-General Emergency Management	Notes	2016-17 Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
INCOME				
Appropriation revenue	3,8	3,911	3,937	4,307
Taxes	
User charges and fees	
Royalties and land rents	
Grants and other contributions	1,4	742	645	661
Interest	
Other revenue	
Gains on sale/revaluation of assets	
Total income		4,653	4,582	4,968
EXPENSES				
Employee expenses	5,9	2,807	2,807	2,872
Supplies and services	6,10	1,079	1,105	1,410
Grants and subsidies	
Depreciation and amortisation		3	3	3
Finance/borrowing costs	
Other expenses	2,7	764	667	683
Losses on sale/revaluation of assets	
Total expenses		4,653	4,582	4,968
OPERATING SURPLUS/(DEFICIT)	

Controlled balance sheet

The Office of the Inspector-General Emergency Management	Notes	2016-17 Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
CURRENT ASSETS				
Cash assets		1,421	1,410	1,413
Receivables		73	53	53
Other financial assets	
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		1,494	1,463	1,466
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment		15	13	10
Intangibles	
Other	
Total non-current assets		15	13	10
TOTAL ASSETS		1,509	1,476	1,476
CURRENT LIABILITIES				
Payables	11,14	467	84	84
Accrued employee benefits	12,15	72	135	135
Interest bearing liabilities and derivatives	
Provisions	
Other		131	145	145
Total current liabilities		670	364	364
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		670	364	364
NET ASSETS/(LIABILITIES)		839	1,112	1,112
EQUITY				
TOTAL EQUITY	13,16	839	1,112	1,112

Controlled cash flow statement

The Office of the Inspector-General Emergency Management	Notes	2016-17 Budget \$'000	2016-17 Est. Act. \$'000	2017-18 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Appropriation receipts	17,20	3,911	3,937	4,307
User charges and fees	
Royalties and land rent receipts	
Grants and other contributions	
Interest received	
Taxes	
Other	
Outflows:				
Employee costs	18,21	(2,807)	(2,807)	(2,872)
Supplies and services	19,22	(1,079)	(1,105)	(1,410)
Grants and subsidies	
Borrowing costs	
Other		(22)	(22)	(22)
Net cash provided by or used in operating activities		3	3	3
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of non-financial assets	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for non-financial assets	
Payments for investments	
Loans and advances made	
Net cash provided by or used in investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by or used in financing activities	
Net increase/(decrease) in cash held		3	3	3
Cash at the beginning of financial year		1,418	1,407	1,410
Cash transfers from restructure	
Cash at the end of financial year		1,421	1,410	1,413

Explanation of variances in the financial statements

Income statement

Major variations between 2016-17 Budget and 2016-17 Estimated Actual include:

1. Grants and other contributions decrease is due to an adjustment to the estimated goods and services provided below fair value to IGEM from the Public Safety Business Agency (PSBA).
2. Other expenses decrease is due to an adjustment to the estimated goods and services provided below fair value to IGEM from the PSBA.

Major variations between 2016-17 Budget and 2017-18 Budget include:

3. Appropriation revenue increase is due to additional funding for enterprise bargaining arrangements, a new office lease agreement and the rescheduling of 2016-17 expenditure to 2017-18.
4. Grants and other contributions decrease is due to an adjustment to the estimated goods and services provided below fair value to IGEM from the PSBA.
5. Employee expenses increase is mainly due to enterprise bargaining arrangements.
6. Supplies and services increase is mainly due to a new office lease agreement and the rescheduling of 2016-17 expenditure to 2017-18.
7. Other expenses decrease is due to an adjustment to the estimated goods and services provided below fair value to IGEM from the PSBA.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

8. Appropriation revenue increase is due to additional funding for enterprise bargaining arrangements, a new office lease agreement and the rescheduling of 2016-17 expenditure to 2017-18.
9. Employee expenses increase is mainly due to enterprise bargaining arrangements.
10. Supplies and services increase is mainly due to a new office lease agreement and the rescheduling of 2016-17 expenditure to 2017-18.

Balance sheet

Major variations between 2016-17 Budget and 2016-17 Estimated Actual include:

11. Payables decrease reflects anticipated timing of payments to trade creditors.
12. Accrued employee benefits increase reflects the timing of payments for salaries and wages and related costs.
13. Total equity increase is mainly due to the higher than estimated operating surplus for 2015-16.

Major variations between 2016-17 Budget and 2017-18 Budget include:

14. Payables decrease reflects anticipated timing of payments to trade creditors.
15. Accrued employee benefits increase reflects the timing of payments for salaries and wages and related costs.
16. Total equity increase is mainly due to the higher than estimated operating surplus for 2015-16.

Cash flow statement

Major variations between 2016-17 Budget and 2017-18 Budget include:

17. Appropriation receipts increase is due to additional funding for enterprise bargaining arrangements, a new office lease agreement and the rescheduling of 2016-17 expenditure to 2017-18.
18. Employee costs increase is mainly due to enterprise bargaining arrangements.
19. Supplies and services increase is mainly due to a new office lease agreement and the rescheduling of 2016-17 expenditure to 2017-18.

Major variations between 2016-17 Estimated Actual and the 2017-18 Budget include:

- 20. Appropriation receipts increase is due to additional funding for enterprise bargaining arrangements, a new office lease agreement and the rescheduling of 2016-17 expenditure to 2017-18.
- 21. Employee costs increase is mainly due to enterprise bargaining arrangements.
- 22. Supplies and services increase is mainly due to a new office lease agreement and the rescheduling of 2016-17 expenditure to 2017-18.

Glossary of terms

Accrual accounting	Recognition of economic events and other financial transactions involving revenue, expenses, assets, liabilities and equity as they occur and reporting in financial statements in the period to which they relate, rather than when a flow of cash occurs.
Administered items	Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the Government.
Agency/entity	Used generically to refer to the various organisational units within Government that deliver services or otherwise service Government objectives. The term can include departments, commercialised business units, statutory bodies or other organisations established by Executive decision.
Appropriation	Funds issued by the Treasurer, under Parliamentary authority, to agencies during a financial year for: <ul style="list-style-type: none"> • delivery of agreed services • administered items • adjustment of the Government's equity in agencies, including acquiring of capital.
Balance sheet	A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.
Capital	A term used to refer to an entity's stock of assets and the capital grants it makes to other agencies. Assets include property, plant and equipment, intangible items and inventories that an entity owns/controls and uses in the delivery of services.
Cash Flow Statement	A financial statement reporting the cash inflows and outflows for an entity's operating, investing and financing activities in a particular period.
Controlled Items	Assets, liabilities, revenues and expenses that are controlled by departments. These relate directly to the departmental operational objectives and arise at the discretion and direction of that department.
Depreciation	The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.
Equity	Equity is the residual interest in the assets of the entity after deduction of its liabilities. It usually comprises the entity's accumulated surpluses/losses, capital injections and any reserves.
Equity injection	An increase in the investment of the Government in a public sector agency.
Financial statements	Collective description of the Income Statement, the Balance Sheet and the Cash Flow Statement for an entity's controlled and administered activities.

Income statement	A financial statement highlighting the accounting surplus or deficit of an entity. It provides an indication of whether the entity has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation.
Outcomes	Whole-of-government outcomes are intended to cover all dimensions of community wellbeing. They express the current needs and future aspirations of communities, within a social, economic and environment context.
Own-source revenue	Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.
Priorities	Key policy areas that will be the focus of Government activity.
Services	The actions or activities (including policy development) of an agency which contribute to the achievement of the agency's objectives.
Service area	Related services grouped into a high level service area for communicating the broad types of services delivered by an agency.
Service standard	Define a level of performance that is expected to be achieved appropriate for the service area or service. Service standards are measures of efficiency or effectiveness.

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



Queensland Budget 2017-18

Service Delivery Statements

budget.qld.gov.au