



# SERVICE DELIVERY STATEMENTS

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Department of Resources



# 2023–24 Queensland Budget Papers

1. Budget Speech
  2. Budget Strategy and Outlook
  3. Capital Statement
  4. Budget Measures
- Service Delivery Statements
- Appropriation Bills
- Budget Overview
- Regional Action Plans

The budget papers are available online at [budget.qld.gov.au](http://budget.qld.gov.au)

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## Service Delivery Statements

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**Queensland  
Government**

## **Department of Resources**

### **Portfolio overview**

**Minister for Resources**

The Honourable Scott Stewart MP

**Department of Resources**

Director-General: Warwick Agnew (from May 2023)

Additional information about the department can be sourced from:

[www.resources.qld.gov.au](http://www.resources.qld.gov.au)

# Department of Resources

## Overview

The Department of Resources' (the department) vision is to be an influential economic department that advocates in the public interest. The department's purpose is to capitalise on Queensland's resources for sustainable economic prosperity and just outcomes.

### Contribution to the government's objectives for the community

The department supports the government's objectives for the community<sup>1</sup>:

- Good jobs: Good, secure jobs in our traditional and emerging industries
- Better services: Deliver even better services right across Queensland
- Great lifestyle: Protect and enhance our Queensland lifestyle as we grow.

### Department service areas

The service areas within the department align with the following department objectives:

Department's objectives	Department's service areas
<p>Optimised use of land resources of the state.</p> <p>Innovation to unlock our data's potential.</p> <p>A reframed relationship with First Nations and non-Indigenous Queenslanders as we deliver on our Path to Treaty.</p> <p>Positive stakeholder and public sentiment on our policies, programs and people.</p>	<p><b>Land Administration and Property Services</b></p> <p>Optimise the use of land resources to support economic growth and just outcomes for the Queensland community through the provision of modern and effective land administration and property services.</p>
<p>Optimised use of land resources of the state.</p> <p>Increased and diversified private sector investment in georesources.</p> <p>Innovation to unlock our data's potential.</p> <p>A reframed relationship with First Nations and non-Indigenous Queenslanders as we deliver on our Path to Treaty.</p> <p>Positive stakeholder and public sentiment on our policies, programs and people.</p>	<p><b>Minerals and Energy Resources Services</b></p> <p>Enable a resilient, responsible and sustainable resources industry that grows as it transforms.</p>

<sup>1</sup> To find out more, go to [www.qld.gov.au](http://www.qld.gov.au) and search "Government's objectives for the community."

## Department highlights

In 2023–24, the department will:

- continue the modernisation of the state land administration system to enable smarter, quicker, and more transparent decision-making to better support government priorities and deliver enhanced economic, environmental, and social outcomes
- drive sustainable outcomes for Queensland’s natural land resources, through the Natural Resource Recovery Program
- continue to implement the *Queensland Resources Industry Development Plan* with a vision for a resilient, responsible and sustainable Queensland resources industry that grows as it transforms
- continue to support development of critical minerals projects and supply chains, including the advancement of the Queensland Resources Common User facility
- actively manage mineral, coal, petroleum and gas resources to ensure that they are being used in a sustainable way that supports economic development to the benefit of all Queenslanders
- facilitate the continued development of domestic gas supply for the east coast market
- deliver reliable, efficient, and effective regulatory support to the mineral, coal, petroleum and gas sectors
- modernise data and digital systems to improve the efficiency and efficacy of critical departmental services
- embed the department’s commitment to self determination and a reframed relationship with First Nations peoples throughout our business to deliver innovative, effective and integrated services, through honourable partnerships and more meaningful engagement
- continue to track, measure and drive improved experiences for customers of our services.

## Budget highlights

In the 2023–24 Queensland Budget, the government is providing:

- \$21 million over 2 years to implement the Frontier Gas Exploration grants program to support appraisal activities to unlock significant gas resources in the Bowen and Galilee basins
- \$19.9 million over 2 years to continue management and mitigation of significant public safety, health and environmental risks at high-risk abandoned mine sites, including Hopeland (formerly Linc Energy) and Bloodwood Creek (formerly Carbon Energy) sites
- \$9.8 million over 4 years to implement an enhanced vegetation compliance model to reduce emissions from unexplained land clearing as part of the government’s commitment to achieve emissions reductions targets
- up to \$3.2 million in 2023–24 through rent rebates for primary production leases in drought declared areas as part of the government’s Drought Assistance and Reform Package.

Further information about new policy decisions can be found in *Budget Paper No. 4: Budget Measures*.

# Performance statement

## Land Administration and Property Services<sup>1</sup>

### Objective

Optimise the use of land resources to support economic growth and just outcomes for the Queensland community through the provision of modern and effective land administration and property services.

### Description

This service area administers land, property services, vegetation management frameworks and Queensland's Natural Resources Recovery Program. This includes issuing licences, permits, leases and other dealings, facilitating native title land transfers, resolving native title claims and compensation, allocating and managing unallocated state land, administering Queensland's stock routes, surveying, issuing land valuations and monitoring and reviewing the performance of the titles registry function by Titles Queensland.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
<b>Effectiveness measures</b>			
Percentage of native title claims resolved by agreement between the parties <sup>2</sup>	>60%	92%	>60%
Average percentage adjustment to annual statutory land valuations, resulting from all properly made objections <sup>3</sup>	≤8%	...	≤8%
<b>Efficiency measure</b>			
Average cost per valuation	<\$20	\$13.25	<\$20

#### Notes:

1. The Service Area name has been amended to better reflect the full scope of services delivered by the service area. It was previously named 'Land Services' in the 2022–23 *Service Delivery Statements*.
2. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is due to claim resolution being subject to several highly variable external factors. For the reporting period, there were more consent determinations made without resorting to litigation.
3. The 2022–23 Estimated Actual is not available as the objections period closed in May 2023, resulting in the objections data not being available until the end of June 2023. The actual result will be reported in the department's 2022–23 annual report.

# Minerals and Energy Resources Services

## Objective

Enable a resilient, responsible and sustainable resources industry that grows as it transforms.

## Description

This service area provides high quality and timely administration of Queensland's minerals, coal, petroleum and gas, and spatial data resources to facilitate exploration and development in the public interest. This includes administering permits for mining, petroleum, gas, geothermal and carbon sequestration and storage activities; undertaking monitoring, evaluation and compliance activities to ensure performance complies with current regulatory frameworks; supporting, guiding and providing information necessary to meet statutory requirements and social licence commitments; collecting geoscience data and information to play a key role in attracting investment to Queensland's resources sector; managing legacy mining impacts through active remediation programs; and identifying critical resources requiring protection for future use.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
<b>Effectiveness measure</b>			
Notification of directly impacted stakeholders prior to the release of new areas for resource exploration or production by competitive tender <sup>1</sup>	90%	...	90%
<b>Efficiency measures</b>			
Average cost of all tenure processing transactions <sup>2</sup>	<\$2,200	\$890	<\$2,200
Average cost of acquiring, maintaining and providing spatial information per thousand user accesses <sup>3</sup>	<\$45	\$26	<\$45

### Notes:

1. The 2022–23 Estimated Actual is not available as no land releases were announced during the reporting period and the notification process for the next Queensland Exploration Program has not commenced. The actual result will be reported in the department's 2022–23 Annual Report.
2. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is due to high demand for exploration permits for minerals. The 2022–23 Estimated Actual is based on data as at 30 April 2023.
3. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is due to higher than anticipated demand growth. The 2022–23 Estimated Actual is based on data as at 31 March 2023.

# Departmental budget summary

The table below shows the total resources available in 2023–24 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Department of Resources	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CONTROLLED</b>			
<b>Income</b>			
Appropriation revenue <sup>1</sup>	364,106	340,689	393,197
Other revenue	11,042	18,254	19,897
<b>Total income</b>	<b>375,148</b>	<b>358,943</b>	<b>413,094</b>
<b>Expenses</b>			
Land Administration and Property Services	171,459	162,146	176,967
Minerals and Energy Resources Services	200,221	193,124	232,327
Corporate Partnerships	3,468	3,673	3,800
<b>Total expenses</b>	<b>375,148</b>	<b>358,943</b>	<b>413,094</b>
<b>Operating surplus/deficit</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>Net assets</b>	<b>188,858</b>	<b>208,644</b>	<b>208,511</b>
<b>ADMINISTERED</b>			
<b>Revenue</b>			
Appropriation revenue	7,499	6,353	7,001
Other administered revenue	451,513	444,065	455,962
<b>Total revenue</b>	<b>459,012</b>	<b>450,418</b>	<b>462,963</b>
<b>Expenses</b>			
Transfers to government	220,951	213,503	225,397
Administered expenses	58,061	56,915	57,566
<b>Total expenses</b>	<b>279,012</b>	<b>270,418</b>	<b>282,963</b>
<b>Operating surplus/deficit</b>	<b>180,000</b>	<b>180,000</b>	<b>180,000</b>
<b>Net assets</b>	<b>74,761,059</b>	<b>90,927,939</b>	<b>91,085,931</b>

Note:

1. Includes state and Australian Government funding.

## Staffing

The table below shows the Full Time Equivalents (FTEs) as at the 30 June in the respective years.

Service area	2022–23 Budget	2022–23 Est. Actual	2023–24 Budget
Land Administration and Property Services	872	873	886
Minerals and Energy Resources Services	530	530	532
Corporate Partnerships	23	24	24
<b>Total FTEs</b>	<b>1,425</b>	<b>1,427</b>	<b>1,442</b>

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. The department participates in a partnership arrangement in the delivery of its services, whereby corporate FTEs are hosted by the department to work across multiple departments, and therefore cannot be allocated by Service Area.

## Capital program

The department's 2023–24 capital investment program will support maintenance of the state's stock route network (\$900,000); management of abandoned mine sites (\$500,000); investment in digital solutions to support the vast datasets used to stimulate economic development in Queensland (\$4.7 million); and other critical property, plant and equipment assets to support the department's service delivery requirements (\$4.9 million).

The table below shows the capital purchases by the agency in the respective years.

	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
Capital purchases	10,105	12,103	10,976
Capital grants	..	..	..
<b>Total capital outlays</b>	<b>10,105</b>	<b>12,103</b>	<b>10,976</b>

Further information about the Department of Resources capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

# Budgeted financial statements

## Departmental income statement

### Controlled income statement

The department's total expenses are estimated to be \$413.1 million in 2023–24, an increase of \$54.2 million from the 2022–23 Estimated Actual.

This is largely driven by new budget measures since the 2022–23 published budget to support implementation of an enhanced vegetation compliance model to reduce emissions from unexplained land clearing as part of the government's commitment to achieve emissions reductions targets, the Frontier Gas Exploration grants program to support appraisal activities to unlock significant gas resources in the Bowen and Galilee basins, and continued management and mitigation of significant public safety, health and environmental risks at high-risk abandoned mine sites.

### Administered income statement

Administered activities are those undertaken by departments on behalf of the government. The primary revenues administered by the department include fees from mineral and petroleum rentals, resource tenure applications and revenue from state land.

The department's total administered revenues are estimated to be \$463 million in 2023–24, an increase of \$12.5 million from the 2022–23 Estimated Actual. The increase mainly reflects the expected growth in revenue derived from mining and petroleum leases and pastoral holdings.

## Departmental balance sheet

The department's major assets consist of property, plant and equipment (\$103.2 million) and intangibles (\$29.8 million). Land, infrastructure and buildings are also subject to market fluctuations through annual revaluations.

The department's main liabilities relate to payables for accrued employment benefits and trade creditors. The balance sheet is underpinned by receivables and payables which fluctuate as they fall due and there are no known factors that will vary these over the next few years.

The department's administered entity balance sheet includes state-owned land, payables and receivables. Property, plant and equipment includes state-owned leasehold land, land under roads, unallocated state land and reserves totalling \$91.098 billion.

# Controlled income statement

Department of Resources	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	364,106	340,689	393,197
Taxes	..	..	..
User charges and fees	10,288	12,943	13,878
Royalties and land rents	30	..	..
Grants and other contributions	314	4,901	5,609
Interest and distributions from managed funds	..	..	..
Other revenue	410	410	410
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>375,148</b>	<b>358,943</b>	<b>413,094</b>
<b>EXPENSES</b>			
Employee expenses	208,224	190,429	199,510
Supplies and services	103,511	115,280	143,529
Grants and subsidies	47,980	37,798	54,591
Depreciation and amortisation	12,304	12,304	12,312
Finance/borrowing costs	..	..	..
Other expenses	3,129	3,132	3,152
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>375,148</b>	<b>358,943</b>	<b>413,094</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>..</b>	<b>..</b>	<b>..</b>

# Controlled balance sheet

Department of Resources	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	81,984	103,284	101,707
Receivables	18,881	9,357	9,357
Other financial assets	..	..	..
Inventories	..	..	..
Other	2,469	1,965	1,965
Non-financial assets held for sale	1,110	..	..
<b>Total current assets</b>	<b>104,444</b>	<b>114,606</b>	<b>113,029</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	94,457	106,396	103,241
Intangibles	32,922	28,064	29,846
Other	..	..	..
<b>Total non-current assets</b>	<b>127,379</b>	<b>134,460</b>	<b>133,087</b>
<b>TOTAL ASSETS</b>	<b>231,823</b>	<b>249,066</b>	<b>246,116</b>
<b>CURRENT LIABILITIES</b>			
Payables	21,972	16,284	13,784
Accrued employee benefits	6,953	5,678	5,361
Interest bearing liabilities and derivatives	10,509	13,507	13,507
Provisions	..	..	..
Other	2,853	4,953	4,953
<b>Total current liabilities</b>	<b>42,287</b>	<b>40,422</b>	<b>37,605</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	678	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>678</b>	<b>..</b>	<b>..</b>
<b>TOTAL LIABILITIES</b>	<b>42,965</b>	<b>40,422</b>	<b>37,605</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>188,858</b>	<b>208,644</b>	<b>208,511</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>188,858</b>	<b>208,644</b>	<b>208,511</b>

# Controlled cash flow statement

Department of Resources	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
Appropriation receipts	365,222	331,729	390,697
User charges and fees	10,288	12,943	13,878
Royalties and land rent receipts	30	..	..
Grants and other contributions	314	4,901	5,609
Interest and distribution from managed funds received	..	..	..
Taxes	..	..	..
Other	1,452	410	410
<b>Outflows:</b>			
Employee costs	(209,555)	(190,112)	(199,827)
Supplies and services	(104,214)	(115,280)	(143,529)
Grants and subsidies	(47,980)	(37,798)	(54,591)
Borrowing costs	..	..	..
Other	(3,253)	(3,132)	(3,152)
<b>Net cash provided by or used in operating activities</b>	<b>12,304</b>	<b>3,661</b>	<b>9,495</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	37	37	37
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	(10,105)	(12,103)	(10,976)
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>(10,068)</b>	<b>(12,066)</b>	<b>(10,939)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	4,761	9,019	3,573
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	(3,706)	(3,706)	(3,706)
<b>Net cash provided by or used in financing activities</b>	<b>1,055</b>	<b>5,313</b>	<b>(133)</b>
<b>Net increase/(decrease) in cash held</b>	<b>3,291</b>	<b>(3,092)</b>	<b>(1,577)</b>
<b>Cash at the beginning of financial year</b>	<b>78,693</b>	<b>106,376</b>	<b>103,284</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>81,984</b>	<b>103,284</b>	<b>101,707</b>

# Administered income statement

Department of Resources	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	7,499	6,353	7,001
Taxes	..	..	..
User charges and fees	30,184	30,183	30,738
Royalties and land rents	181,151	173,704	185,196
Grants and other contributions	225,185	225,185	225,185
Interest and distributions from managed funds	993	993	993
Other revenue	..	..	..
Gains on sale/revaluation of assets	14,000	14,000	13,850
<b>Total income</b>	<b>459,012</b>	<b>450,418</b>	<b>462,963</b>
<b>EXPENSES</b>			
Employee expenses	..	..	..
Supplies and services	2,113	1,523	2,116
Grants and subsidies	47,603	47,603	47,593
Depreciation and amortisation	3,125	2,569	2,637
Finance/borrowing costs	..	..	..
Other expenses	5,000	5,000	5,000
Losses on sale/revaluation of assets	220	220	220
Transfers of Administered Revenue to Government	220,951	213,503	225,397
<b>Total expenses</b>	<b>279,012</b>	<b>270,418</b>	<b>282,963</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>180,000</b>	<b>180,000</b>	<b>180,000</b>

# Administered balance sheet

Department of Resources	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	62,935	7,139	7,946
Receivables	27,951	32,434	32,443
Other financial assets	..	..	..
Inventories	..	..	..
Other	..	..	..
Non-financial assets held for sale	1,710	..	..
<b>Total current assets</b>	<b>92,596</b>	<b>39,573</b>	<b>40,389</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	7,819	8,130	6,130
Other financial assets	..	..	..
Property, plant and equipment	74,708,267	90,937,342	91,097,822
Intangibles	..	..	..
Other	..	..	..
<b>Total non-current assets</b>	<b>74,716,086</b>	<b>90,945,472</b>	<b>91,103,952</b>
<b>TOTAL ASSETS</b>	<b>74,808,682</b>	<b>90,985,045</b>	<b>91,144,341</b>
<b>CURRENT LIABILITIES</b>			
Payables	5,707	899	2,203
Transfers to Government payable	5,711	10,438	10,438
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	357	351	351
Provisions	..	..	..
Other	35,848	45,418	45,418
<b>Total current liabilities</b>	<b>47,623</b>	<b>57,106</b>	<b>58,410</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>TOTAL LIABILITIES</b>	<b>47,623</b>	<b>57,106</b>	<b>58,410</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>74,761,059</b>	<b>90,927,939</b>	<b>91,085,931</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>74,761,059</b>	<b>90,927,939</b>	<b>91,085,931</b>

# Administered cash flow statement

Department of Resources	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
Appropriation receipts	7,499	9,334	7,001
User charges and fees	29,955	29,954	30,509
Royalties and land rent receipts	181,151	173,704	185,196
Grants and other contributions	..	..	..
Interest and distribution from managed funds received	993	993	993
Taxes	..	..	..
Other	63,239	63,239	63,239
<b>Outflows:</b>			
Employee costs	..	..	..
Supplies and services	(64,048)	(65,115)	(64,051)
Grants and subsidies	(2,603)	(2,603)	(2,593)
Borrowing costs	..	..	..
Other	12,068	10,320	12,068
Transfers to Government	(220,951)	(213,503)	(225,397)
<b>Net cash provided by or used in operating activities</b>	<b>7,303</b>	<b>6,323</b>	<b>6,965</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	14,000	14,000	13,850
Investments redeemed	..	..	..
Loans and advances redeemed	4,000	4,000	4,000
<b>Outflows:</b>			
Payments for non-financial assets	..	..	..
Payments for investments	..	..	..
Loans and advances made	(2,000)	(2,000)	(2,000)
<b>Net cash provided by or used in investing activities</b>	<b>16,000</b>	<b>16,000</b>	<b>15,850</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	..	..	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	(22,008)	(22,008)	(22,008)
<b>Net cash provided by or used in financing activities</b>	<b>(22,008)</b>	<b>(22,008)</b>	<b>(22,008)</b>
<b>Net increase/(decrease) in cash held</b>	<b>1,295</b>	<b>315</b>	<b>807</b>
<b>Cash at the beginning of financial year</b>	<b>61,640</b>	<b>6,824</b>	<b>7,139</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>62,935</b>	<b>7,139</b>	<b>7,946</b>

# Glossary of terms

<b>Accrual accounting</b>	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.
<b>Administered items</b>	Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the government.
<b>Agency/entity</b>	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.
<b>Appropriation</b>	Funds issued by the Treasurer, under Parliamentary authority, to departments during a financial year for: <ul style="list-style-type: none"> <li>• delivery of agreed services</li> <li>• administered items</li> <li>• adjustment of the government's equity in agencies, including acquiring of capital.</li> </ul>
<b>Balance sheet</b>	A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.
<b>Capital</b>	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.
<b>Cash flow statement</b>	A financial statement reporting the cash inflows and outflows for an entity's operating, investing and financing activities in a particular period.
<b>Controlled Items</b>	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.
<b>Depreciation</b>	The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.
<b>Equity</b>	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.
<b>Equity injection</b>	An increase in the investment of the government in a public sector agency.
<b>Financial statements</b>	Collective description of the income statement, the balance sheet and the cash flow statement for an entity's controlled and administered activities.
<b>Income statement</b>	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.
<b>Outcomes</b>	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.
<b>Own-source revenue</b>	Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.
<b>Priorities</b>	Key policy areas that will be the focus of government activity.
<b>Services</b>	The actions or activities (including policy development) of an agency which contribute to the achievement of the agency's objectives.
<b>Service area</b>	Related services grouped into a high level service area for communicating the broad types of services delivered by an agency.
<b>Service standard</b>	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.





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'Rich history, thriving future.' artwork  
by David Williams of Gilimbaa.

