



# SERVICE DELIVERY STATEMENTS

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Department of State Development, Infrastructure,  
Local Government and Planning



# 2023–24 Queensland Budget Papers

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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 State Development, Infrastructure, Local Government and Planning**

### **Portfolio overview**

**Deputy Premier, Minister for State Development, Infrastructure, Local Government and Planning and Minister Assisting the Premier on Olympic and Paralympic Games Infrastructure**

**The Honourable Steven Miles MP**

**Assistant Minister for Local Government**

**Nikki Boyd MP**

**Department of State Development, Infrastructure, Local Government and Planning**

**Director-General: Mike Kaiser**

**Economic Development Queensland**

**General Manager: Debbie McNamara**

The Minister for State Development, Infrastructure, Local Government and Planning and Minister Assisting the Premier on Olympics Infrastructure is also responsible for:

**Queensland Reconstruction Authority**

**Chief Executive Officer: Major General Jake Ellwood (Retd)**

**South Bank Corporation**

**Chief Executive Officer: Bill Delves**

Additional information about these agencies can be sourced from:

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

[www.statedevelopment.qld.gov.au/economic-development-qld](http://www.statedevelopment.qld.gov.au/economic-development-qld)

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

[www.southbankcorporation.com.au](http://www.southbankcorporation.com.au)

# Department of State Development, Infrastructure, Local Government and Planning

## Overview

As part of the machinery-of-government changes effective 18 May 2023 there were changes to the following function:

- Queensland Housing Supply Expert Panel transferred to the Department of Housing.

The Department of State Development, Infrastructure, Local Government and Planning’s (the department) vision is to be an influential department that delivers for Queenslanders. The purpose of the department is to think ahead and act now to secure responsible economic development and liveable communities. The department is working with industry, businesses, community and government at all levels to shape a better future for Queensland by using its unique combination of powers to leverage regional strengths and unlock sustainable growth across the state.

### 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><b>Economic Prosperity</b></p> <p>Sharing in opportunity through diversity and investment in key industries.</p>	<p><b>Develop the economy</b></p> <p>Attract and facilitate investment opportunities and industry development to provide enduring economic benefits for Queenslanders.</p> <p><b>Infrastructure and regional strategy, policy and planning</b></p> <p>A coordinated and future-focused infrastructure program for Queensland.</p>
<p><b>Liveable Communities</b></p> <p>Well-planned communities where people want to live, work and play.</p>	<p><b>Local Government governance support and administration of funding programs</b></p> <p>Stronger local governance in the local government system through capacity building and administration of funding programs.</p> <p><b>Better planning for Queensland</b></p> <p>Drive an effective and efficient planning system underpinned by a responsive framework and accessible and transparent planning requirements.</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's objectives	Department's service areas
Deliver a local government disciplinary framework that is balanced, timely and effective.	<b>Office of the Independent Assessor</b> Enhance the integrity of local governments as part of the councillor conduct complaints system.

## Department highlights

In 2023–24, the department will:

- progress the planning, validation, coordination, and delivery of venues and villages for use at the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032)
- implement activities within the *Queensland Energy and Jobs Plan*, support impacted communities and grow renewable supply chains through the Regional Economic Futures Fund
- implement programs that assist with industry development with a strong focus on emerging industries, investment attraction and business efficiency improvements
- utilise place-based approaches and grow new and traditional industries by seizing the opportunities to support industry and regions to develop and grow, with stronger environmental, social and governance efforts and associated tools to manage and capitalise on transition to a stronger decarbonisation agenda
- assist Queensland-based companies to increase their supply chain participation for major projects through targeted workshops, briefings and utilisation of the Queensland Charter for Local Content Policy
- continue the targeted review of regional plans across Queensland, including delivering the *ShapingSEQ 2017* amendment to urgently address the housing needs of Queenslanders and support key priorities for the region
- continue the delivery of regional infrastructure plans across Queensland as an integrated approach with regional plans and industry transition and development strategies
- support the implementation of the Queensland Housing Summit outcomes through:
  - reviewing how the planning framework supports housing choices that meet the needs of its communities, including investigating and consulting on opportunities for introducing inclusionary planning requirements into the Queensland planning framework as a means to secure more social and affordable housing stock
  - investigating the economic impacts of short-term rental accommodation, including the impact on housing supply and affordability
  - introducing Priority Growth Areas to unlock land and deliver housing supply
  - unlocking land supply within growth areas through the \$50 million Growth Acceleration Fund to deliver infrastructure and related initiatives
  - continuing the audit of state government-owned land and buildings to identify opportunities for residential use, and partnering with local government and non-government organisations to identify similar opportunities
- accelerate assessment and delivery of large scale and complex infrastructure, agriculture, aquaculture, energy, water and resource projects through the Coordinator-General's statutory powers and whole-of-government coordination and facilitation
- support economic development in Queensland's regions through the planning and facilitation of industrial growth opportunities in State Development Areas and significant industrial precincts supported by the Coordinator-General
- implement the local government sustainability framework, including commencing the new Financial Management (Sustainability) Guideline, which provides a new approach to monitoring and responding to local government sustainability challenges
- continue to support the good governance of local governments including mandatory "So you want to be a councillor?" training to prospective councillors prior to the local government elections; face to face "Councillor Induction" to newly elected councillors; and the commencement of new provisions applying expenditure caps to local government election campaigns
- progress improvement of the councillor conduct complaints system as recommended by the parliamentary State Development and Regional Industries Committee *Inquiry into the Independent Assessor and councillor conduct complaints system*.

## Budget highlights

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

- delivering a state-led approach to identifying and securing key linear infrastructure corridors and strategic sites for bulk chemical storage facilities required for industrial development including the developing hydrogen industry, and improving connectivity to the Port of Gladstone with \$80 million of funding for the Gladstone Land Acquisition Strategy
- providing an additional \$53.5 million in 2023–24 for the Industry Partnership Program to incentivise emerging industries, target supply chain gaps, create jobs and strengthen Queensland's economy
- improving the operational performance, capabilities and cost effectiveness for Indigenous councils and responding to demographic changes within Indigenous council areas' demography with additional operational funding of \$25.8 million in 2023–24
- supporting the delivery of serviced industrial land across Mackay and Gladstone through an investment of \$45 million for the Regional Industrial Land Improvement Program
- committed to progressing development of the Cairns Marine Precinct Common User Facility in partnership with the Australian Government with a total project value of \$360 million.

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

# Performance statement

## Develop the economy

### Objective

Attract and facilitate investment opportunities and industry development to provide enduring economic benefits for Queenslanders.

### Description

This service area facilitates the timely planning and delivery of projects that drive economic growth, stimulate enterprise development, and provide job creation opportunities. It provides tailored regulation, advice and facilitation to support increased economic activity by:

- applying the *State Development and Public Works Organisation Act 1971* and the *Strong and Sustainable Resource Communities Act 2017* to plan, deliver and coordinate large scale infrastructure, industry and land development projects that support Queensland's long term economic, social and environmental prosperity
- driving the execution of the Queensland Government's priority industry roadmaps and strategies and strengthening engagement with regional stakeholders through identification of strategic issues and participation in place-based project delivery
- implementing the Queensland Jobs Fund which includes the Industry Partnership Program and associated initiatives
- facilitating private sector investment through the Exclusive Transactions process and by managing complex development transactions on state owned land.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
<b>Effectiveness measures</b>			
Value of capital investment enabled through project facilitation <sup>1</sup>	\$3.2B	\$8B	\$2.2B
Estimated number of jobs enabled through project facilitation <sup>2</sup>	6,281	6,852	4,359
<b>Efficiency measure</b>			
Project facilitation costs per \$1,000 of capital investment enabled <sup>3</sup>	<\$2.50	\$0.90	<\$2.50

#### Notes:

1. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to a high value capital project, CopperString 2.0, reaching financial investment decision during the year. The 2023–24 Target/Estimate is lower than the 2022–23 Target/Estimate due to a reduced forecast in projects anticipated to reach financial investment decision.
2. The 2023–24 Target/Estimate is lower than the 2022–23 Target/Estimate due to a reduced forecast in projects anticipated to reach financial investment decision.
3. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to a high value capital project, CopperString 2.0, reaching financial investment decision during the year.

# Infrastructure and regional strategy, policy and planning

## Objective

A coordinated and future-focused infrastructure program for Queensland.

## Description

The service area provides strategic advice on infrastructure and regional issues; drives the efficiency of the capital program and capital delivery; builds resilience at regional and state levels; champions place-based infrastructure planning; supports business case development and assurance across government; and leads the economic recovery response to COVID-19 and other disasters.

Activities undertaken by the service area include:

- leading the program planning and delivery of venues and villages for use at Brisbane 2032 including infrastructure program monitoring, reporting and project assurance, and negotiation of the intergovernmental agreement
- implementation of the State Infrastructure Strategy, released 9 June 2022, by progressing priority actions including those aimed at improving digitisation, sustainability, infrastructure sector productivity and workforce outcomes as well as attracting private sector investment into infrastructure
- developing regional infrastructure strategies and long-term planning to catalyse economic and community resilience and guide future investment
- leading the economic recovery function by coordinating economic recovery efforts under the Queensland Disaster Management arrangements
- leading the application of the Infrastructure Proposal Development Policy which sets the requirements for agencies' planning, assessment and assurance of major infrastructure proposals
- developing and maintaining the Queensland Government Infrastructure Pipeline to inform industry of the government capital projects in planning stage and in delivery stage
- monitoring and reporting on the delivery of the government's capital program
- leading cross-sector collaboration to plan and deliver accessible and cost-effective community infrastructure that connects communities and supports coordinated delivery of social services
- informing Queensland's infrastructure strategy, policy and practice, and shaping national discourse through ongoing engagement with state and Australian Government counterparts.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
<b>Effectiveness measure</b>			
Overall stakeholder satisfaction with consultation, advice and/or support <sup>1</sup>	80%	..	80%
<b>Efficiency measure</b>			
Administration costs per \$1,000 of infrastructure investment coordinated through the service area	<\$5.00	\$3.00	<\$5.00

Note:

1. The 2022–23 Estimated Actual is not available at the time of printing with the result to be reported in the department's 2022–23 Annual Report.

# Local Government governance support and administration of funding programs

## Objective

Stronger local governance in the local government system through capacity building and administration of funding programs.

## Description

In achieving its objective, the service area:

- administers the *Local Government Act 2009*, the *City of Brisbane Act 2010*, the *Local Government Electoral Act 2011* and the *Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984* (Part 9, Division 2 and Part 10), providing a strategic policy and legislative framework for local government in Queensland
- administers local government funding programs, including the assessment and evaluation of funding submissions, supporting councils to deliver vital services and essential infrastructure in their communities
- proactively monitors and responds to local government sustainability challenges which informs the development and delivery of targeted and high-quality capacity building resources, training and solutions for councils to underpin strong and effective local government for Queensland
- assists local governments to identify opportunities for inter-council collaboration to build capacity and create efficiencies
- provides specialist engineering and project management support to ensure critical water and wastewater supply to communities
- supports local governments to build their integrity, governance and financial sustainability.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
<b>Service: Administration of the local government system</b>			
<b>Effectiveness measure</b>			
Level of satisfaction of local governments (Mayors and CEOs) with the effectiveness, timeliness and quality of advice, services and support provided by the department	85%	87%	85%
<b>Efficiency measure</b>			
Cost of capacity building per local government <sup>1</sup>	\$64,700	\$67,400	\$93,000
<b>Service: Administration of funding programs</b>			
<b>Effectiveness measure</b>			
Level of satisfaction of local governments (Mayors and CEOs) with the administration of local government funding programs	85%	89%	85%
<b>Efficiency measure</b>			
Administration costs per \$1,000 of local government funding distributed	<\$6.50	\$4.63	<\$6.50

Note:

1. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual, and a higher 2023–24 Target/Estimate, is due to one-off 3-year funding (commencing in 2022–23) towards building long-term sustainability of Queensland's local governments, including increased capacity and capability building activities.

# Office of the Independent Assessor

## Objective

Enhance the integrity of local governments as part of the councillor conduct complaints system.

## Description

The service area:

- undertakes assessment of all complaints about councillor conduct in Queensland
- investigates misconduct complaints about mayors and councillors
- prepares misconduct matters for hearing before the Councillor Conduct Tribunal and the Magistrates Court
- prepares matters subject to full merit reviews in the Queensland Civil and Administrative Tribunal
- refers suspected corrupt conduct matters to the Crime and Corruption Commission and refers suspected inappropriate conduct matters to the relevant council to resolve.

<b>Service standards</b>	<b>2022–23 Target/Est.</b>	<b>2022–23 Est. Actual</b>	<b>2023–24 Target/Est.</b>
<b><i>Effectiveness measure</i></b>			
Complaint clearance rate	90%	92%	90%
<b><i>Efficiency measures</i></b>			
Average cost per assessment of complaint <sup>1</sup>	\$597	\$350	\$600
Average cost per investigation <sup>2</sup>	\$2,870	\$5,280	\$4,500

Notes:

1. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to an increase in the number of complaints assessed, resulting in a reduction in the average cost of assessments.
2. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to a decrease in the number of complaints that can be investigated under the current legislation and an additional, full time equivalent investigator resulting in a higher average cost per investigation than anticipated.

# Better planning for Queensland

## Objective

Drive an effective and efficient planning system underpinned by a responsive framework and accessible and transparent planning requirements.

## Description

The service area administers the *Planning Act 2016* and has responsibility for:

- providing the legislative framework and overarching policy for land use planning and development assessment in Queensland
- giving effect to Queensland Government policy priorities and interests through the planning system, supporting opportunities to reduce or remove regulation, providing clarity in relation to the separation of state and local issues
- ensuring a contemporary, efficient and effective planning system in collaboration with local government, key industry and other stakeholder groups, the planning profession and the broader Queensland community
- improving the state's land use planning and development assessment processes.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
<b>Effectiveness measure</b>			
Level of stakeholder satisfaction with accessibility and transparency of the requirements of the planning system	75%	75%	75%
<b>Efficiency measure</b>			
Average administrative costs per decision made by the State Assessment and Referral Agency <sup>1</sup>	\$4,738	\$4,996	\$5,345

Note:

1. The 2023–24 Target/Estimate is higher than the 2022–23 Target/Estimate as it takes into consideration predicted increases in administrative costs and a trend in increasing appeals and legal advice costs.

# 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 State Development, Infrastructure, Local Government and Planning	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CONTROLLED</b>			
<b>Income</b>			
Appropriation revenue <sup>1</sup>	793,829	610,707	754,646
Other revenue	13,531	63,861	60,962
<b>Total income</b>	<b>807,360</b>	<b>674,568</b>	<b>815,608</b>
<b>Expenses</b>			
Develop the economy	304,405	184,998	420,178
Infrastructure and regional strategy, policy and planning	215,240	205,424	58,901
Local Government governance support and administration of funding programs	273,394	209,255	280,345
Office of the Independent Assessor	5,097	5,709	7,585
Better planning for Queensland	55,006	57,395	70,922
<b>Total expenses</b>	<b>853,142</b>	<b>662,781</b>	<b>837,931</b>
<b>Operating surplus/(deficit)</b>	<b>(45,782)</b>	<b>11,787</b>	<b>(22,323)</b>
<b>Net assets</b>	<b>210,966</b>	<b>288,784</b>	<b>275,060</b>
<b>ADMINISTERED</b>			
<b>Revenue</b>			
Commonwealth revenue	146,172	155,915	565,800
Appropriation revenue <sup>1</sup>	1,684,594	1,483,156	2,689,828
Other administered revenue	19,029	16,877	22,859
<b>Total revenue</b>	<b>1,849,795</b>	<b>1,655,948</b>	<b>3,278,487</b>
<b>Expenses</b>			
Transfers to government	165,201	172,792	588,659
Administered expenses	1,684,594	1,483,156	2,689,828
<b>Total expenses</b>	<b>1,849,795</b>	<b>1,655,948</b>	<b>3,278,487</b>
<b>Net assets</b>	<b>..</b>	<b>..</b>	<b>..</b>

Notes:

1. Includes state and Australian Government funding.
2. The 2022–23 Budget and 2022–23 Estimated Actuals information disclosed is presented on a pre-machinery-of-government basis.
3. Service area figures disclosed for 2022–23 Budget have been re-stated from those published in the department's 2022–23 *Service Delivery Statement* to more accurately align with and compare against the classification of service areas used for 2023–24 Budget.

## Staffing<sup>1,2,3</sup>

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
Develop the economy	394	378	380
Infrastructure and regional strategy, policy and planning	84	88	114
Local Government governance support and administration of funding programs	114	117	117
Office of the Independent Assessor <sup>4</sup>	27	27	27
Better planning for Queensland	251	260	259
<b>Total FTEs</b>	<b>870</b>	<b>870</b>	<b>897</b>

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. The 2022–23 Budget and 2022–23 Estimated Actuals information disclosed is presented on a pre-machinery-of-government basis.
3. Additional 27 FTE in 2023–24 Budget are mainly attributable to Brisbane 2032 Olympic and Paralympic Games, Regional Growth Framework and Battery Strategy.
4. Office of the Independent Assessor is 19 FTE with an additional 8 FTEs added for the corporate allocation.

## Capital program

Total capital grants are \$433.5 million for 2023–24. The major components include:

- \$143.1 million for Resources Community Infrastructure Fund to support regional communities by improving economic and social infrastructure across Queensland's resources communities
- \$63.8 million for Industry Partnership Program to support the creation of jobs and rebuilding the state's economy by boosting its industry footprint and raising the state's profile in industry development
- \$58.5 million for the Local Government Grants and Subsidies Program which provides funding for priority infrastructure projects to meet identified community needs and supports projects that will increase sustainable and liveable communities
- \$42.8 million for the Works for Queensland program to support local governments in regional Queensland undertaking job-creating maintenance and minor infrastructure works
- \$34.4 million for the South East Queensland (SEQ) Community Stimulus Program to fast track SEQ councils' investment in new infrastructure and community assets that create jobs and deliver economic stimulus.

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	5,696	6,066	5,584
Capital grants	342,189	229,589	433,482
<b>Total capital outlays</b>	<b>347,885</b>	<b>235,655</b>	<b>439,066</b>

Further information about the Department of State Development, Infrastructure, Local Government and Planning capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

# Budgeted financial statements

## Departmental income statement

### Controlled income statement

Total expenses are estimated to be \$837.9 million in 2023–24, an increase of \$175.2 million from the 2022–23 Estimated Actual. The variance is principally due to increased funding of \$132.6 million for the Resources Community Infrastructure Fund (RCIF) as well as \$53.5 million for the Industry Partnership Program. This is offset by the delays in delivery timeframes for Haughton Pipeline Stage 2 resulting in the 2023–24 funding to be deferred until later years.

The department has recorded a deficit in 2023–24 to reflect the timing difference between revenue received and expenses paid for RCIF.

### Administered income statement

In 2023–24, administered expenses increased by \$1.623 billion compared to 2022–23 Estimated Actual. This is largely due to an increase in grants and subsidies payments to the Queensland Reconstruction Authority and Commonwealth Financial Assistance Grants.

## Departmental balance sheet

The department's major assets are in property, plant and equipment and cash assets. Property, plant and equipment is mainly made up of the land held throughout Queensland for various purposes including future economic development opportunities, a specific community or economic need, or for rezoning purposes. The cash assets relate to cash held from the revenue received upfront for RCIF.

The increase in receivables from 2022–23 Estimated Actual to 2023–24 Budget is primarily due to the \$35 million loan for the Growth Acceleration Fund.

# Controlled income statement

Department of State Development, Infrastructure, Local Government and Planning*	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	793,829	610,707	754,646
Taxes	..	..	..
User charges and fees	13,313	11,469	15,144
Royalties and land rents	..	..	..
Grants and other contributions	..	44,120	..
Interest and distributions from managed funds	218	2,648	918
Other revenue	..	5,624	..
Gains on sale/revaluation of assets	..	..	44,900
<b>Total income</b>	<b>807,360</b>	<b>674,568</b>	<b>815,608</b>
<b>EXPENSES</b>			
Employee expenses	132,775	131,816	136,967
Supplies and services	149,398	105,880	113,905
Grants and subsidies	443,857	288,939	584,753
Depreciation and amortisation	126,460	130,198	1,572
Finance/borrowing costs	..	..	..
Other expenses	652	5,948	734
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>853,142</b>	<b>662,781</b>	<b>837,931</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(45,782)</b>	<b>11,787</b>	<b>(22,323)</b>

\* The 2022–23 Budget and 2022–23 Estimated Actuals information disclosed is presented on a pre-machinery-of-government basis.

# Controlled balance sheet

Department of State Development, Infrastructure, Local Government and Planning*	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	89,665	122,755	98,543
Receivables	17,487	19,293	54,256
Other financial assets	..	..	..
Inventories	..	..	..
Other	2,336	1,951	1,951
Non-financial assets held for sale	26,464	29,805	7,805
<b>Total current assets</b>	<b>135,952</b>	<b>173,804</b>	<b>162,555</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	21,775	21,489	21,101
Other financial assets	..	..	..
Property, plant and equipment	104,923	134,859	132,991
Intangibles	11,285	11,150	10,894
Other	..	..	..
<b>Total non-current assets</b>	<b>137,983</b>	<b>167,498</b>	<b>164,986</b>
<b>TOTAL ASSETS</b>	<b>273,935</b>	<b>341,302</b>	<b>327,541</b>
<b>CURRENT LIABILITIES</b>			
Payables	25,803	13,273	13,273
Accrued employee benefits	3,876	3,795	3,758
Interest bearing liabilities and derivatives	15,131	14,811	14,811
Provisions	10,649	12,712	12,712
Other	3,688	4,224	4,224
<b>Total current liabilities</b>	<b>59,147</b>	<b>48,815</b>	<b>48,778</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	..	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	3,822	3,703	3,703
Other	..	..	..
<b>Total non-current liabilities</b>	<b>3,822</b>	<b>3,703</b>	<b>3,703</b>
<b>TOTAL LIABILITIES</b>	<b>62,969</b>	<b>52,518</b>	<b>52,481</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>210,966</b>	<b>288,784</b>	<b>275,060</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>210,966</b>	<b>288,784</b>	<b>275,060</b>

\* The 2022–23 Budget and 2022–23 Estimated Actuals information disclosed is presented on a pre-machinery-of-government basis.

# Controlled cash flow statement

Department of State Development, Infrastructure, Local Government and Planning*	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	793,829	598,037	754,683
User charges and fees	13,313	11,469	15,144
Royalties and land rent receipts	..	..	..
Grants and other contributions	..	44,120	..
Interest and distribution from managed funds received	..	2,430	700
Taxes	..	..	..
Other	..	5,624	..
<b>Outflows:</b>			
Employee costs	(132,775)	(131,779)	(137,004)
Supplies and services	(149,398)	(105,880)	(113,905)
Grants and subsidies	(443,857)	(288,939)	(584,753)
Borrowing costs	..	..	..
Other	(652)	(5,948)	(734)
<b>Net cash provided by or used in operating activities</b>	<b>80,460</b>	<b>129,134</b>	<b>(65,869)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	7,403	73,036
Investments redeemed	..	..	..
Loans and advances redeemed	606	606	606
<b>Outflows:</b>			
Payments for non-financial assets	(5,696)	(6,066)	(5,584)
Payments for investments	..	..	..
Loans and advances made	..	..	(35,000)
<b>Net cash provided by or used in investing activities</b>	<b>(5,090)</b>	<b>1,943</b>	<b>33,058</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	155,748	102,851	126,614
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	(34,688)	(31,620)	..
Equity withdrawals	(242,808)	(211,975)	(118,015)
<b>Net cash provided by or used in financing activities</b>	<b>(121,748)</b>	<b>(140,744)</b>	<b>8,599</b>
<b>Net increase/(decrease) in cash held</b>	<b>(46,378)</b>	<b>(9,667)</b>	<b>(24,212)</b>
<b>Cash at the beginning of financial year</b>	<b>136,043</b>	<b>132,422</b>	<b>122,755</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>89,665</b>	<b>122,755</b>	<b>98,543</b>

\* The 2022–23 Budget and 2022–23 Estimated Actuals information disclosed is presented on a pre-machinery-of-government basis.

# Administered income statement

Department of State Development, Infrastructure, Local Government and Planning*	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	1,684,594	1,483,156	2,689,828
Taxes	..	..	..
User charges and fees	4,919	4,919	4,995
Royalties and land rents	..	..	..
Grants and other contributions	146,172	155,915	565,800
Interest and distributions from managed funds	..	..	..
Other revenue	14,110	11,958	17,864
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>1,849,795</b>	<b>1,655,948</b>	<b>3,278,487</b>
<b>EXPENSES</b>			
Employee expenses	..	..	..
Supplies and services	..	..	..
Grants and subsidies	1,684,594	1,483,156	2,689,828
Depreciation and amortisation	..	..	..
Finance/borrowing costs	..	..	..
Other expenses	..	..	..
Losses on sale/revaluation of assets	..	..	..
Transfers of Administered Revenue to Government	165,201	172,792	588,659
<b>Total expenses</b>	<b>1,849,795</b>	<b>1,655,948</b>	<b>3,278,487</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>..</b>	<b>..</b>	<b>..</b>

\* The 2022–23 Budget and 2022–23 Estimated Actuals information disclosed is presented on a pre-machinery-of-government basis.

# Administered balance sheet

Department of State Development, Infrastructure, Local Government and Planning*	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	232	189	189
Receivables	(160)	(85)	(85)
Other financial assets	..	..	..
Inventories	..	..	..
Other	..	..	..
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>72</b>	<b>104</b>	<b>104</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	..	..	..
Intangibles	..	..	..
Other	..	..	..
<b>Total non-current assets</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>TOTAL ASSETS</b>	<b>72</b>	<b>104</b>	<b>104</b>
<b>CURRENT LIABILITIES</b>			
Payables	..	104	104
Transfers to Government payable	72	..	..
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total current liabilities</b>	<b>72</b>	<b>104</b>	<b>104</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>72</b>	<b>104</b>	<b>104</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>..</b>	<b>..</b>	<b>..</b>

\* The 2022–23 Budget and 2022–23 Estimated Actuals information disclosed is presented on a pre-machinery-of-government basis.

# Administered cash flow statement

Department of State Development, Infrastructure, Local Government and Planning*	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	1,684,594	1,479,450	2,689,828
User charges and fees	4,919	4,987	4,995
Royalties and land rent receipts	..	..	..
Grants and other contributions	146,172	155,915	565,800
Interest and distribution from managed funds received	..	..	..
Taxes	..	..	..
Other	14,110	11,958	17,864
<b>Outflows:</b>			
Employee costs	..	..	..
Supplies and services	..	..	..
Grants and subsidies	(1,684,594)	(1,483,156)	(2,689,828)
Borrowing costs	..	..	..
Other	..	..	..
Transfers to Government	(165,201)	(172,860)	(588,659)
<b>Net cash provided by or used in operating activities</b>	..	<b>(3,706)</b>	..
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	..	..	..
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	..	..	..
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	3,085	3,085	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	(3,085)	(3,085)	..
<b>Net cash provided by or used in financing activities</b>	..	..	..
<b>Net increase/(decrease) in cash held</b>	..	<b>(3,706)</b>	..
<b>Cash at the beginning of financial year</b>	<b>232</b>	<b>3,895</b>	<b>189</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>232</b>	<b>189</b>	<b>189</b>

\* The 2022–23 Budget and 2022–23 Estimated Actuals information disclosed is presented on a pre-machinery-of-government basis.

# Reporting Entity Financial Statements

Reporting Entity comprises:

- Department of State Development, Infrastructure, Local Government and Planning (excluding Administered)
- Economic Development Queensland

## Reporting entity income statement

Department of State Development, Infrastructure, Local Government and Planning*	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>INCOME</b>			
Appropriation revenue	793,829	610,707	754,646
Taxes	..	..	..
User charges and fees	145,235	76,678	119,278
Royalties and land rents	..	..	..
Grants and other contributions	..	44,120	..
Interest and distributions from managed funds	10,554	17,653	17,768
Other revenue	38	6,548	901
Gains on sale/revaluation of assets	..	..	44,900
<b>Total income</b>	<b>949,656</b>	<b>755,706</b>	<b>937,493</b>
<b>EXPENSES</b>			
Employee expenses	151,201	150,601	162,539
Supplies and services	270,690	180,903	232,377
Grants and subsidies	442,854	316,885	580,146
Depreciation and amortisation	126,739	130,608	1,978
Finance/borrowing costs	2,948	12,917	4,581
Other expenses	7,781	13,580	8,788
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>1,002,213</b>	<b>805,494</b>	<b>990,409</b>
Income tax expense/revenue	(2,033)	(18,473)	(9,178)
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(50,524)</b>	<b>(31,315)</b>	<b>(43,738)</b>

\* The 2022–23 Budget and 2022–23 Estimated Actuals information disclosed is presented on a pre-machinery-of-government basis.

# Reporting entity balance sheet

Department of State Development, Infrastructure, Local Government and Planning*	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	226,707	245,570	202,263
Receivables	51,270	46,913	84,678
Other financial assets	..	..	..
Inventories	372,326	360,502	315,675
Other	2,761	2,539	2,539
Non-financial assets held for sale	26,464	29,805	7,805
<b>Total current assets</b>	<b>679,528</b>	<b>685,329</b>	<b>612,960</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	254,961	148,614	204,217
Other financial assets	..	..	..
Property, plant and equipment	525,262	694,047	701,252
Deferred tax assets	39,734	58,777	67,955
Intangibles	11,285	11,150	10,894
Other	..	..	..
<b>Total non-current assets</b>	<b>831,242</b>	<b>912,588</b>	<b>984,318</b>
<b>TOTAL ASSETS</b>	<b>1,510,770</b>	<b>1,597,917</b>	<b>1,597,278</b>
<b>CURRENT LIABILITIES</b>			
Payables	63,492	51,025	49,186
Current tax liabilities	..	..	..
Accrued employee benefits	4,295	4,273	4,236
Interest bearing liabilities and derivatives	43,298	40,917	29,252
Provisions	33,211	67,640	32,640
Other	11,690	11,034	11,034
<b>Total current liabilities</b>	<b>155,986</b>	<b>174,889</b>	<b>126,348</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	43,948	4,900	4,900
Deferred tax liabilities	79,589	117,388	117,388
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	107,312	113,122	127,632
Provisions	56,373	64,427	64,427
Other	..	..	..
<b>Total non-current liabilities</b>	<b>287,222</b>	<b>299,837</b>	<b>314,347</b>
<b>TOTAL LIABILITIES</b>	<b>443,208</b>	<b>474,726</b>	<b>440,695</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>1,067,562</b>	<b>1,123,191</b>	<b>1,156,583</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>1,067,562</b>	<b>1,123,191</b>	<b>1,156,583</b>

\* The 2022–23 Budget and 2022–23 Estimated Actuals information disclosed is presented on a pre-machinery-of-government basis.

# Reporting entity cash flow statement

Department of State Development, Infrastructure, Local Government and Planning*	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	793,829	598,037	754,683
User charges and fees	145,407	97,418	119,278
Royalties and land rent receipts	..	..	..
Grants and other contributions	..	44,120	..
Interest and distribution from managed funds received	4,999	13,076	11,903
Taxes	..	..	..
Other	38	6,548	901
<b>Outflows:</b>			
Employee costs	(151,201)	(150,530)	(162,576)
Supplies and services	(288,926)	(234,413)	(222,104)
Grants and subsidies	(442,854)	(316,885)	(580,146)
Borrowing costs	(2,948)	(4,955)	(4,581)
Taxation equivalents paid	(7,746)	(495)	(4,479)
Other	(5,542)	(24,123)	(6,594)
<b>Net cash provided by or used in operating activities</b>	<b>45,056</b>	<b>27,798</b>	<b>(93,715)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	5,470	11,968	77,556
Investments redeemed	..	..	..
Loans and advances redeemed	20,096	76,948	50,964
<b>Outflows:</b>			
Payments for non-financial assets	(28,666)	(31,343)	(19,583)
Payments for investments	..	..	..
Loans and advances made	(83,323)	(95,333)	(138,504)
<b>Net cash provided by or used in investing activities</b>	<b>(86,423)</b>	<b>(37,760)</b>	<b>(29,567)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	4,114	12,853	14,510
Equity injections	154,370	101,473	122,303
<b>Outflows:</b>			
Borrowing redemptions	(4,878)	(4,878)	(11,665)
Finance lease payments	(34,688)	(31,620)	..
Equity withdrawals	(133,708)	(142,184)	(45,173)
Dividends paid	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>(14,790)</b>	<b>(64,356)</b>	<b>79,975</b>
<b>Net increase/(decrease) in cash held</b>	<b>(56,157)</b>	<b>(74,318)</b>	<b>(43,307)</b>
<b>Cash at the beginning of financial year</b>	<b>282,864</b>	<b>319,888</b>	<b>245,570</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>226,707</b>	<b>245,570</b>	<b>202,263</b>

\* The 2022–23 Budget and 2022–23 Estimated Actuals information disclosed is presented on a pre-machinery-of-government basis.

# Commercialised business units

## Economic Development Queensland

### Overview

Economic Development Queensland's (EDQ) purpose under the *Economic Development Act 2012* is to facilitate economic development and development for community purposes. EDQ accomplishes this by creating and investing in sustainable places for Queensland to prosper and partnering to achieve thriving and liveable communities through planning and delivery solutions.

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

EDQ 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.

#### Agency service area

The service area within the agency aligns with the following agency objectives:

Agency's objectives	Agency's service area
<p><b>Economic Prosperity</b> Sharing in opportunity through diversity and investment in key industries.</p> <p><b>Liveable Communities</b> Well-planned communities where people want to live, work and play.</p>	<p><b>Business and economic growth</b> To drive business and economic growth in Queensland.</p>

#### Key deliverables

In 2023–24, EDQ will:

- develop infrastructure for the Fortescue Future Industries' Green Energy Manufacturing Centre at Aldoga within the Gladstone State Development Area
- complete the design and commence procurement of civil infrastructure at Northshore Hamilton required to facilitate delivery of the Brisbane Athlete Village prior to the Brisbane 2032 Olympic and Paralympic Games
- declare expanded Woolloongabba Priority Development Areas (PDA) to deliver precinct revitalisation and urban renewal with better connections to the city, provide greater leverage of major projects such as Cross River Rail, Brisbane Metro and the Gabba redevelopment, and better align with priorities like more social and affordable housing
- continue delivering the \$171 million Catalyst Infrastructure Fund to enable construction of trunk road, water and sewer infrastructure to help unlock 50,000 residential lots in the Ripley Valley and Greater Flagstone PDAs
- complete the Yeronga Community Centre and the Parkside Yeronga civil works to enable private sector to commence delivery of 281 dwellings, including social and affordable housing, town homes and retirement residences
- complete delivery of the Sunshine Coast Industrial Park – Stage 2 to support the development of 41 new industrial lots to attract and develop industry in the region
- complete delivery of a further 55 net zero energy emission terrace homes at Carseldine Village and deliver civil, electrical and landscape works to facilitate development of another 25 net zero energy emission terrace homes
- utilise planning and infrastructure expertise to further facilitate major developments including the Cross River Rail PDAs, Queen's Wharf Brisbane final stages, and future cities at Caloundra South, Greater Flagstone and Yarrabilba
- commence the Currumbin Eco-Parkland works including site access, land rehabilitation and trail networks.

<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."

# Performance statement

## Business and economic growth

### Objective

To drive business and economic growth in Queensland.

### Description

Economic Development Queensland (EDQ) supports thriving and liveable communities by partnering with stakeholders to unlock land, and plan and enable development projects. The delivery of these projects facilitates urban renewal, including social and affordable housing, and industrial activities in strategic locations, which generate investment and create ongoing employment opportunities. EDQ also drives the provision of infrastructure projects that support further development and contribute community and economic benefit.

<b>Service standards</b>	<b>2022–23 Target/Est.</b>	<b>2022–23 Est. Actual</b>	<b>2023–24 Target/Est.</b>
<b><i>Effectiveness measures</i></b>			
Value of private sector investment generated through the facilitation of economic and community development projects <sup>1</sup>	\$701.0M	\$613.5M	\$588.2M
Estimated number of jobs created or supported through the facilitation of economic and community development projects <sup>1</sup>	1,963	1,757	1,149
<b><i>Efficiency measure</i></b>			
Facilitation costs per \$1,000 of private sector investment generated for economic and community development projects <sup>1</sup>	\$25.20	\$26.57	\$28.80

Note:

1. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is due to lower than anticipated private sector investment with the trend anticipated to continue into the following year, resulting in a lower 2023–24 Target/Estimate.

# Budget summary

## 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
Business and economic growth	104	150	150
<b>Total FTEs</b>	<b>104</b>	<b>150</b>	<b>150</b>

## Capital program

EDQ has capital purchases of \$101.1 million in 2023–24.

Program highlights include:

- planned site acquisition in Southport to support delivery of social and affordable housing. The total estimated cost is \$19 million, with a budget allocation for 2023–24 of \$16.2 million
- development of Stage 2 of the Sunshine Coast Industrial Park to provide industrial land and support industry. The total estimated cost is \$31.5 million, with \$20.9 million expenditure incurred to 30 June 2023 and a budget allocation of \$10.6 million for 2023–24.

	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
Capital purchases	163,078	152,235	101,135
Capital grants	..	..	..
<b>Total capital outlays</b>	<b>163,078</b>	<b>152,235</b>	<b>101,135</b>

Further information about EDQ's capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

# Financial statements

## Income statement

In 2023–24, total income increased by \$54 million compared to 2022–23 Estimated Actual. This is mainly due to an increase in user charges and fees related to budgeted land sales and grants.

In 2023–24, total expenses increased by \$23 million compared to 2022–23 Estimated Actual. This increase is largely attributed to increased supplies and services expenditure of \$43.4 million which includes higher cost of sales as a result of higher land sales, offset by a decrease of \$19.3 million in grants and subsidies.

## Balance sheet

EDQ's 2023–24 net assets increased by \$47.1 million to \$881.5 million compared to the 2022–23 Estimated Actual largely due to positive movements in non-current receivables and current liabilities, offset by decreases in current assets.

# Income statement

Economic Development Queensland	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>INCOME</b>			
User charges and fees	134,833	68,120	107,045
Grants and other contributions	1,003	8,369	21,607
Interest and distributions from managed funds	10,336	15,005	16,850
Other revenue	38	924	901
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>146,210</b>	<b>92,418</b>	<b>146,403</b>
<b>EXPENSES</b>			
Employee expenses	18,426	18,785	25,572
Supplies and services	124,203	77,934	121,383
Grants and subsidies	..	36,315	17,000
Depreciation and amortisation	279	410	406
Finance/borrowing costs	2,948	12,917	4,581
Other expenses	7,129	7,632	8,054
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>152,985</b>	<b>153,993</b>	<b>176,996</b>
Income tax expense/revenue	(2,033)	(18,473)	(9,178)
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(4,742)</b>	<b>(43,102)</b>	<b>(21,415)</b>

# Balance sheet

Economic Development Queensland	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	137,042	122,815	103,720
Receivables	33,783	27,620	30,422
Other financial assets	..	..	..
Inventories	372,326	360,502	315,675
Other	425	588	588
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>543,576</b>	<b>511,525</b>	<b>450,405</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	213,662	146,649	202,640
Other financial assets	..	..	..
Property, plant and equipment	420,339	559,188	568,261
Deferred tax assets	39,734	58,777	67,955
Intangibles	..	..	..
Other	..	..	..
<b>Total non-current assets</b>	<b>673,735</b>	<b>764,614</b>	<b>838,856</b>
<b>TOTAL ASSETS</b>	<b>1,217,311</b>	<b>1,276,139</b>	<b>1,289,261</b>
<b>CURRENT LIABILITIES</b>			
Payables	37,689	37,752	35,913
Current tax liabilities	..	..	..
Accrued employee benefits	419	478	478
Interest bearing liabilities and derivatives	28,167	26,106	14,441
Provisions	22,562	54,928	19,928
Other	8,002	6,810	6,810
<b>Total current liabilities</b>	<b>96,839</b>	<b>126,074</b>	<b>77,570</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	24,424	24,424	24,424
Deferred tax liabilities	79,589	117,388	117,388
Accrued employee benefits	..	..	..
Interest bearing liabilities and derivatives	107,312	113,122	127,632
Provisions	52,551	60,724	60,724
Other	..	..	..
<b>Total non-current liabilities</b>	<b>263,876</b>	<b>315,658</b>	<b>330,168</b>
<b>TOTAL LIABILITIES</b>	<b>360,715</b>	<b>441,732</b>	<b>407,738</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>856,596</b>	<b>834,407</b>	<b>881,523</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>856,596</b>	<b>834,407</b>	<b>881,523</b>

# Cash flow statement

Economic Development Queensland	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
User charges and fees	135,005	69,336	107,045
Grants and other contributions	1,003	8,369	21,607
Interest and distribution from managed funds received	4,999	10,646	11,203
Other	38	924	901
<b>Outflows:</b>			
Employee costs	(18,426)	(18,751)	(25,572)
Supplies and services	(142,439)	(111,920)	(111,110)
Grants and subsidies	..	(36,315)	(17,000)
Borrowing costs	(2,948)	(4,955)	(4,581)
Taxation equivalents paid	(7,746)	(495)	(4,479)
Other	(4,890)	(18,175)	(5,860)
<b>Net cash provided by or used in operating activities</b>	<b>(35,404)</b>	<b>(101,336)</b>	<b>(27,846)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	5,470	4,565	4,520
Investments redeemed	..	..	..
Loans and advances redeemed	19,490	76,342	50,358
<b>Outflows:</b>			
Payments for non-financial assets	(22,970)	(25,277)	(13,999)
Payments for investments	..	..	..
Loans and advances made	(83,323)	(95,333)	(103,504)
<b>Net cash provided by or used in investing activities</b>	<b>(81,333)</b>	<b>(39,703)</b>	<b>(62,625)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	4,114	12,853	14,510
Equity injections	112,100	72,791	75,842
<b>Outflows:</b>			
Borrowing redemptions	(4,878)	(4,878)	(11,665)
Finance lease payments	..	..	..
Equity withdrawals	(4,378)	(4,378)	(7,311)
Dividends paid	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>106,958</b>	<b>76,388</b>	<b>71,376</b>
<b>Net increase/(decrease) in cash held</b>	<b>(9,779)</b>	<b>(64,651)</b>	<b>(19,095)</b>
<b>Cash at the beginning of financial year</b>	<b>146,821</b>	<b>187,466</b>	<b>122,815</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>137,042</b>	<b>122,815</b>	<b>103,720</b>

# Statutory bodies

## Queensland Reconstruction Authority

### Overview

Queensland Reconstruction Authority's (QRA) vision is stronger, safer, resilient Queensland communities. QRA's purpose is to coordinate action to improve the resilience of Queensland communities and facilitate locally led disaster recovery.

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

The agency 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.

#### Agency service area

The service area within the QRA aligns with the following agency objectives:

Agency's objectives	Agency's service area
Rebuilding, recovering and reconnecting disaster affected communities. Getting ready, reducing risk and building resilience. Building capacity in recovery and resilience through expert leadership and partnerships.	<b>Coordination of natural disaster recovery and resilience activities</b> To support Queensland communities by coordinating rapid restoration and recovery following natural disasters and undertaking activities that assist communities to build their resilience to future events, while demonstrating accountability in the use of natural disaster and resilience funding.

#### Key deliverables

In 2023–24, the QRA will:

- deliver acquittal of the 2022–23 claim to the Australian Government under the Disaster Recovery Funding Arrangements (DRFA) in order to secure the Australian Government's contribution to the state's program of recovery and reconstruction
- continue to coordinate and deliver responsive recovery activities that incorporate risk reduction and resilience building as standard for communities that have been impacted by disasters, such as those impacted by the 2021–22 flooding events
- support the review of disaster management arrangements in Queensland and disaster recovery funding arrangements nationally to ensure outcomes benefit Queensland communities
- assist local governments and communities build knowledge and capability that drives best practice in recovery and building resilience
- prioritise and coordinate disaster resilience funding programs to maximise risk reduction and build resilience
- coordinate development and implementation of whole-of-government policies to manage flood risk and build resilience
- prepare Queenslanders for disaster through increased targeted marketing, communication and community outreach activities under Get Ready Queensland.

<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."

# Performance statement

## Coordination of natural disaster recovery and resilience activities

### Objective

To support Queensland communities by coordinating rapid restoration and recovery following natural disasters and undertaking activities that assist communities to build their resilience to future events, while demonstrating accountability in the use of natural disaster and resilience funding.

### Description

QRA actively manages Queensland's program of recovery and reconstruction works within disaster impacted communities to ensure timely reconstruction, value for money is achieved and expenditure claimed is eligible for Australian Government reimbursement under the DRFA through:

- coordinating disaster recovery operations and supporting local governments in their recovery and reconstruction processes following natural disasters
- managing the assessment, progress, close-out and acquittal of DRFA expenditure to ensure timely delivery of projects and 100 per cent reimbursement of the Australian Government's contribution towards eligible costs.

QRA also leads the coordination of disaster resilience activities and policy in Queensland, including increasing public awareness to ensure communities are prepared for future disaster events such as through Get Ready Queensland and coordinating the delivery of disaster resilience building programs.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
<b>Effectiveness measures</b>			
Percentage of reconstruction projects completed within Disaster Recovery Funding Arrangements (DRFA) required timeframes and eligible for reimbursement from the Australian Government	100%	100%	100%
Percentage of Queenslanders that intend to take action to increase preparedness following exposure to Get Ready Queensland Campaign <sup>1</sup>	50%	89%	80%
<b>Efficiency measure</b>			
Operational administration cost per \$1,000 of disaster event damage over active reconstruction program lifespan <sup>2</sup>	<\$25.00	\$4.75	<\$25.00

#### Notes:

1. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is due to the concentrated nature and scale of disaster events that impacted the state during the year meaning that QRA was able to effectively meet recovery requirements through utilisation of existing operational capacity rather than engagement of additional surge resourcing. The 2023–24 Target/Estimate has been adjusted to better reflect the effectiveness of the campaign.
2. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is due to the concentrated nature and scale of disaster events that impacted the state during the year meaning that QRA was able to effectively meet recovery requirements through utilisation of existing operational capacity rather than engagement of additional surge resourcing.

# Budgeted summary

## 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
Coordination of natural disaster recovery and resilience activities	134	134	134
<b>Total FTEs</b>	<b>134</b>	<b>134</b>	<b>134</b>

## Capital program

In 2023–24, the Queensland Reconstruction Authority has capital grants of \$1.703 billion to support the Queensland Government's program of infrastructure renewal and recovery within disaster-affected communities, and to help build disaster resilience across Queensland.

Program highlights (Capital Grants):

- \$1.678 billion for Disaster Recovery Funding Arrangements (DRFA), will be paid to councils, Queensland Government departments and agencies for reconstruction, betterment and other projects relating to natural disaster events between 2019 and 2023. This program is jointly funded by the Queensland Government and the Australian Government
- \$13.1 million towards the \$65.5 million Queensland Resilience and Risk Reduction Fund, part of a National Partnership Agreement, jointly funded with the Australian Government, to support disaster mitigation projects and build resilience to natural disasters over 5 years
- \$6 million as part of the \$28 million Recovery and Resilience Grants to support 14 local government areas hardest hit by the 2019 North Queensland Monsoon Trough, funded by the Australian Government
- \$5 million as part of the \$10 million North Queensland Natural Disasters Mitigation Program to help councils in North and Far North Queensland reduce their disaster risk and assist in reducing the growth of insurance costs for residents, businesses and the community
- \$1.3 million as part of the \$10.8 million National Flood Mitigation Infrastructure Program to deliver projects that assist communities to prepare for future flood events.

The table below shows capital grants and outlays by QRA in the respective years.

	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
Capital purchases	..	..	..
Capital grants	927,782	907,554	1,703,147
<b>Total capital outlays</b>	<b>927,782</b>	<b>907,554</b>	<b>1,703,147</b>

Further information about the QRA capital outlays can be found in *Budget Paper No. 3: Capital Statement*. There may be variations between the capital program figure quoted across papers as payments across Queensland Government agencies are excluded from *Budget Paper 3: Capital Statement* which may be included in the figure quoted.

# Financial statements

## Income statement

### **Major variations between 2022–23 Budget and 2022–23 Estimated Actual include:**

The decrease in grants and other contributions is due to a reduction in grants income required to fund the lower level of grants and subsidies expenditure.

The decrease in grants and subsidies expenditure is mainly due to delivery of some of the 2021–22 flooding events' DRFA recovery programs shifting from 2022–23 into 2023–24 as the programs have been established and rolled out.

### **Major variations between 2022–23 Estimated Actual and 2023–24 Budget include:**

The increase in grants and other contributions is due to additional grants income required to fund the recovery program expenditure.

The increase in grants and subsidies expenditure is in line with the increase in grants income and is mainly due to the timing of delivery of the 2021–22 flooding events' DRFA recovery programs, with the majority of expenditure expected to be incurred in 2023–24.

## Balance sheet

QRA's 2023–24 net asset position is expected to remain unchanged from the 2022–23 Estimated Actual. The balance sheet is primarily made up of cash holdings and receivables offset by payables.

# Income statement

Queensland Reconstruction Authority	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>INCOME</b>			
Taxes	..	..	..
User charges and fees	..	..	..
Grants and other contributions	1,499,235	1,289,141	2,085,926
Interest and distributions from managed funds	..	..	..
Other revenue	400	400	400
Gains on sale/revaluation of assets	..	..	..
<b>Total income</b>	<b>1,499,635</b>	<b>1,289,541</b>	<b>2,086,326</b>
<b>EXPENSES</b>			
Employee expenses	20,633	20,633	21,460
Supplies and services	20,459	24,946	42,250
Grants and subsidies	1,456,827	1,241,834	2,021,454
Depreciation and amortisation	1,104	1,516	550
Finance/borrowing costs	..	..	..
Other expenses	612	612	612
Losses on sale/revaluation of assets	..	..	..
<b>Total expenses</b>	<b>1,499,635</b>	<b>1,289,541</b>	<b>2,086,326</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>..</b>	<b>..</b>	<b>..</b>

# Balance sheet

Queensland Reconstruction Authority	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	33,093	73,404	73,954
Receivables	7,781	12,335	12,335
Other financial assets	..	..	..
Inventories	..	..	..
Other	406	450	450
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>41,280</b>	<b>86,189</b>	<b>86,739</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	169	122	120
Intangibles	1,046	548	..
Other	..	..	..
<b>Total non-current assets</b>	<b>1,215</b>	<b>670</b>	<b>120</b>
<b>TOTAL ASSETS</b>	<b>42,495</b>	<b>86,859</b>	<b>86,859</b>
<b>CURRENT LIABILITIES</b>			
Payables	1,227	1,442	1,442
Accrued employee benefits	354	369	369
Interest bearing liabilities and derivatives	..	..	..
Provisions	..	..	..
Other	..	..	..
<b>Total current liabilities</b>	<b>1,581</b>	<b>1,811</b>	<b>1,811</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>1,581</b>	<b>1,811</b>	<b>1,811</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>40,914</b>	<b>85,048</b>	<b>85,048</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>40,914</b>	<b>85,048</b>	<b>85,048</b>

# Cash flow statement

Queensland Reconstruction Authority	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
User charges and fees	..	..	..
Grants and other contributions	1,499,235	1,289,141	2,085,926
Interest and distribution from managed funds received	..	..	..
Taxes	..	..	..
Other	2,577	2,577	101,577
<b>Outflows:</b>			
Employee costs	(20,633)	(20,633)	(21,460)
Supplies and services	(22,543)	(27,030)	(143,334)
Grants and subsidies	(1,456,827)	(1,241,834)	(2,021,454)
Borrowing costs	..	..	..
Other	(705)	(705)	(705)
<b>Net cash provided by or used in operating activities</b>	<b>1,104</b>	<b>1,516</b>	<b>550</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	..	..	..
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	..	..	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	..	..	..
Equity withdrawals	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>..</b>	<b>..</b>	<b>..</b>
<b>Net increase/(decrease) in cash held</b>	<b>1,104</b>	<b>1,516</b>	<b>550</b>
<b>Cash at the beginning of financial year</b>	<b>31,989</b>	<b>71,888</b>	<b>73,404</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>33,093</b>	<b>73,404</b>	<b>73,954</b>

# South Bank Corporation

## Overview

South Bank Corporation's (the corporation) vision is to continue to be a world-leading urban precinct that welcomes, engages and inspires. The corporation's purpose is to:

- be a renowned place manager, recognising the demand for green space in Brisbane's inner city
- innovate, manage and maintain our enviable reputation as Brisbane's premier recreational, cultural, educational and entertainment precinct
- redevelop key sites while strengthening physical integration and relationships within the immediate neighbourhood.

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

The corporation 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.

The corporation's objectives are to:

- renew and manage the unique South Bank assets
- achieve a balance between commercial and non-commercial activities
- complement rather than duplicate other Brisbane destinations
- provide a diverse range of experiences for locals and visitors
- accommodate events that benefit the whole community
- achieve excellence and innovation in open space management.

### Key deliverables

In 2023–24, the corporation will:

- support our retail tenants and investigate new revenue streams to support the management and enhancement of South Bank assets
- invest in people, processes and systems to improve service levels across the portfolio of assets and be positioned to embrace future opportunities managing a world-leading urban precinct
- continue to work with Brisbane Convention and Exhibition Centre manager to attract and deliver events across the year and grow the number of international events in an increasingly competitive environment
- progress finalisation of the master plan for the South Bank Corporation area, to create a blueprint for future revitalisation, inform potential opportunities for future redevelopment and provide a strategic framework for ongoing investment in the precinct
- continue to work with Brisbane City Council regarding numerous projects that impact South Bank's land and operations including Brisbane Metro
- work with the Queensland Government to assist in facilitating delivery of the Neville Bonner Bridge as part of Queen's Wharf Brisbane, and its role as a new gateway to South Bank, as well as the new performing arts venue at the Queensland Performing Arts Centre
- continue to manage and enhance, with Brisbane City Council, the distinct elements of the parklands precinct that make South Bank Brisbane's favourite place to live, work and play.

<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."

## Staffing

The table below shows the full-time equivalents (FTEs) as at the 30 June in the respective years.

South Bank Corporation	2022–23 Budget	2022–23 Est. Actual	2023–24 Budget
Total FTEs	34	34	34

## Capital program

The corporation's capital program relates to enhancement and replacement of existing assets across the South Bank precinct with a total investment of \$19 million budgeted for 2023–24. Non-critical capital works were deferred during the COVID-19 impacted years, and reinvestment is now timely.

### Brisbane Convention and Exhibition Centre - \$10.8 million

Enhancements to the Brisbane Convention and Exhibition Centre (BCEC) with many building elements reaching end of life, including lighting, electrical, staging, audio and fire systems upgrades and lift replacement. These upgrades will enhance overall visitor experience, reduce event turnaround times, address safety priorities and ensure the BCEC continues to perform and deliver events and visitors to Brisbane.

### Parklands - \$8.2 million

The South Bank Parklands are to benefit from investment in compliance and safety improvements and increase to services standard of key assets including relocation of the Wheel of Brisbane ticketing office in conjunction with the new Neville Bonner Bridge with enhanced entry to the Parklands. Other enhancements include upgrades to footpaths, lifts, roofing, toilets, storm water management and electrical switchboards to improve the overall visitor experience and improve safety and compliance.

	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
Capital purchases	10,719	8,034	19,022
Capital grants	..	..	..
<b>Total capital outlays</b>	<b>9,829</b>	<b>8,034</b>	<b>19,022</b>

Further information about the South Bank Corporation capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

# Financial statements

## Income statement

The budget framework for 2023–24 is based on a business as usual approach, assuming no significant changes to business operations following a period of volatility post the COVID-19 pandemic and flood recovery.

The 2023–24 Budget projects an operating deficit of \$35.8 million with total income expected to decrease by \$10.8 million compared to the 2022–23 Estimated Actual. This includes user charges and fees reduction of \$3.9 million, following a post-pandemic spike of concentrated activity in 2022–23, and a decrease in non-recurring income of \$6.9 million represented by grant income of \$4.7 million and insurance proceeds from the March 2022 flood event of \$2.2 million.

Total expenses are budgeted to increase by \$14.6 million in 2023–24 from the 2022–23 Estimated Actual. This increase in total expenses is attributable to a higher operating cost across the precinct as we return to pre COVID-19 operating and activity levels and the initiation of strategic and systems projects related to the draft Master Plan and ensuring the corporation is appropriately enabled for future opportunities.

Depreciation and amortisation is also budgeted to increase by \$5 million. This is a non-cash cost linked to increases in asset valuation.

## Balance sheet

The major assets of the corporation include land, buildings and infrastructure of the South Bank Parklands site including the retail premises, carpark and Brisbane Convention and Exhibition Centre all of which generate income sources to sustain the parklands precinct.

The corporation continues to maintain a healthy balance sheet with strong cash reserves, solid asset base and low debt.

# Income statement

South Bank Corporation	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>INCOME</b>			
Taxes	..	..	..
User charges and fees	72,703	98,890	94,982
Grants and other contributions	4,733	4,733	..
Interest and distributions from managed funds	98	668	662
Other revenue	..	2,200	..
Gains on sale/revaluation of assets	1,617	1,617	1,617
<b>Total income</b>	<b>79,151</b>	<b>108,108</b>	<b>97,261</b>
<b>EXPENSES</b>			
Employee expenses	5,754	5,245	6,897
Supplies and services	57,978	70,400	74,495
Grants and subsidies	..	..	..
Depreciation and amortisation	28,919	31,029	35,993
Finance/borrowing costs	80	80	72
Other expenses	9,958	11,080	14,985
Losses on sale/revaluation of assets	617	617	617
<b>Total expenses</b>	<b>103,306</b>	<b>118,451</b>	<b>133,059</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(24,155)</b>	<b>(10,343)</b>	<b>(35,798)</b>

# Balance sheet

South Bank Corporation	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CURRENT ASSETS</b>			
Cash assets	36,640	63,315	42,871
Receivables	2,833	1,503	1,503
Other financial assets	..	..	..
Inventories	326	303	303
Other	34	..	..
Non-financial assets held for sale	..	..	..
<b>Total current assets</b>	<b>39,833</b>	<b>65,121</b>	<b>44,677</b>
<b>NON-CURRENT ASSETS</b>			
Receivables	..	..	..
Other financial assets	..	..	..
Property, plant and equipment	767,176	781,025	780,554
Intangibles	..	..	..
Other	..	..	..
<b>Total non-current assets</b>	<b>767,176</b>	<b>781,025</b>	<b>780,554</b>
<b>TOTAL ASSETS</b>	<b>807,009</b>	<b>846,146</b>	<b>825,231</b>
<b>CURRENT LIABILITIES</b>			
Payables	7,253	9,318	9,318
Accrued employee benefits	737	674	674
Interest bearing liabilities and derivatives	618	618	618
Provisions	..	..	..
Other	16,447	15,900	15,900
<b>Total current liabilities</b>	<b>25,055</b>	<b>26,510</b>	<b>26,510</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	673	555	555
Accrued employee benefits	235	104	104
Interest bearing liabilities and derivatives	4,041	4,091	3,474
Provisions	..	..	..
Other	..	..	..
<b>Total non-current liabilities</b>	<b>4,949</b>	<b>4,750</b>	<b>4,133</b>
<b>TOTAL LIABILITIES</b>	<b>30,004</b>	<b>31,260</b>	<b>30,643</b>
<b>NET ASSETS/(LIABILITIES)</b>	<b>777,005</b>	<b>814,886</b>	<b>794,588</b>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>	<b>777,005</b>	<b>814,886</b>	<b>794,588</b>

# Cash flow statement

South Bank Corporation	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Inflows:</b>			
User charges and fees	76,703	102,890	98,982
Grants and other contributions	4,733	4,733	..
Interest and distribution from managed funds received	98	668	662
Taxes	..	..	..
Other	4,000	6,200	4,000
<b>Outflows:</b>			
Employee costs	(5,754)	(5,245)	(6,897)
Supplies and services	(61,978)	(74,400)	(78,495)
Grants and subsidies	..	..	..
Borrowing costs	(80)	(80)	(72)
Other	(13,958)	(15,080)	(18,985)
<b>Net cash provided by or used in operating activities</b>	<b>3,764</b>	<b>19,686</b>	<b>(805)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Inflows:</b>			
Sales of non-financial assets	..	..	..
Investments redeemed	..	..	..
Loans and advances redeemed	..	..	..
<b>Outflows:</b>			
Payments for non-financial assets	(9,829)	(8,034)	(19,022)
Payments for investments	..	..	..
Loans and advances made	..	..	..
<b>Net cash provided by or used in investing activities</b>	<b>(9,829)</b>	<b>(8,034)</b>	<b>(19,022)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Inflows:</b>			
Borrowings	..	..	..
Equity injections	3,085	3,085	..
<b>Outflows:</b>			
Borrowing redemptions	..	..	..
Finance lease payments	(617)	(617)	(617)
Equity withdrawals	..	..	..
<b>Net cash provided by or used in financing activities</b>	<b>2,468</b>	<b>2,468</b>	<b>(617)</b>
<b>Net increase/(decrease) in cash held</b>	<b>(3,597)</b>	<b>14,120</b>	<b>(20,444)</b>
<b>Cash at the beginning of financial year</b>	<b>40,237</b>	<b>49,195</b>	<b>63,315</b>
Cash transfers from restructure	..	..	..
<b>Cash at the end of financial year</b>	<b>36,640</b>	<b>63,315</b>	<b>42,871</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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**Service Delivery Statements**  
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'Rich history, thriving future.' artwork  
by David Williams of Gilimbaa.

