

ANNUAL REPORT

2015–2016

Department of the Premier and Cabinet



Queensland
Government

Communication objective

This annual report provides information about the Department of the Premier and Cabinet's financial and non-financial performance for 2015–16. It has been prepared in accordance with the *Financial Accountability Act 2009*.

The report records the significant achievements against the strategies and services detailed in the Department of the Premier and Cabinet's and the Office of the Queensland Parliamentary Counsel's 2015–2019 Strategic Plan and the 2015–16 Service Delivery Statement.

This report has been prepared for the Premier to submit to Parliament. It has also been prepared to meet the needs of stakeholders including the Commonwealth and local governments, industry and business associations, community groups and staff.



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26 September 2016
The Honourable Anastacia Palaszczuk MP
Premier of Queensland and Minister for the Arts
Executive Building
100 George Street
Brisbane QLD 4000

Dear Premier

We are pleased to present the 2015–16 Annual Report for the Department of the Premier and Cabinet.

We certify that this Annual Report complies with the:

- prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*
- *Legislative Standards Act 1992*
- detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements is included in this report.

Yours sincerely



Dave Stewart
Director-General



Annette O'Callaghan
Parliamentary Counsel

About the department

The Department of the Premier and Cabinet (DPC) is the Queensland Government’s lead agency, dedicated to serving the Premier and Cabinet, developing well researched policy and facilitating the delivery of the government’s priorities for the benefit of all Queenslanders.

Since 1859, DPC as the Queensland Government’s lead agency has administered and managed the government’s key priorities and responsibilities. We lead with integrity, transparency and accountability in the Westminster tradition.

We provide whole-of-government leadership, advice and resolution, operating in an environment that is open, transparent and accountable. Our unique position enables us to successfully harness the collective strength of government, industry and the community.

Department of the Premier and Cabinet

Strategic Plan 2015–19



Our vision

We make a real and tangible difference today and our contributions will be recognised by future generations.

Our role

As the lead central agency of the Queensland public service, the Department of the Premier and Cabinet:

- serves the Premier and Cabinet
 - provides whole-of-government leadership, coordination and assurance
 - acts as a respected point of resolution
 - ignites and advocates innovative policy and service delivery solutions
 - harnesses the collective strengths of government, industry and the community
- ...for the benefit of Queenslanders.

Measures of success

- Enhanced workforce capability and capacity.
- Improved customer satisfaction and engagement.
- Recognised for leadership and innovation.
- Better systems, processes and outcomes.
- Increased impact and return on investment.

Our values



Objectives

- Support the Premier to set the strategic direction of government.
- Ensure the effective development, coordination and implementation of policy.
- Build confidence in government.
- Deliver outstanding results and value-for-money for Queenslanders.
- Provide leading insight, advice and services.
- Attract and retain a talented and diverse workforce.

Key priorities for 2015–16

- Develop effective policies and programs to support jobs and economic growth.
- Lead a whole-of-government focus on social inclusion and social innovation.
- Strengthen environment protection and management.
- Increase access to the arts.
- Play a leadership role in federalism and tax reform.
- Strengthen engagement with the community to inform policy settings and services.
- Work with Queensland Treasury and agencies on government's fiscal strategy and performance.
- Be an employer of choice, with an engaged and happy workforce.

Strategies

To create value and deliver our objectives we will:

- lead with integrity, transparency and accountability in the Westminster tradition
- engage with people early, foster collaboration and better understand stakeholder perspectives
- ensure objective and impartial advice based on evidence, learning from evaluation and leveraging outside expertise
- focus on those issues central to improving our living standards and Queensland's economic performance into the future
- lead complex, cross-portfolio projects and initiatives
- foster innovation to improve the performance of public services
- strengthen our workforce, governance, and systems to better implement government priorities.

Risks

- Ineffective customer and stakeholder engagement.
- Misaligned policy priorities.
- Organisational capability and systems are not fit for purpose.
- Lack contemporary thinking, tools and practices.
- Short-term issues trump long-term strategy.

Review date: by 1 July 2016

Through collaborative relationships with internal and external government agencies, DPC is equipped to provide considered strategic support that drives the policy agenda and delivers the best outcomes for Queenslanders.

DPC keeps a whole-of-government line of sight when addressing issues—clearing the path for new ideas and igniting passion and energy. Ideas need to be developed in consultation and DPC will keep looking to and drawing on the expertise of other agencies, the private sector and academia to tackle the hard issues and find innovative solutions.

We measure our success as part of our ongoing commitment to continuous improvement. Results and feedback establish baselines and present evidence on areas that DPC should concentrate on improving to increase confidence.

In 2015-16, we again surveyed our key stakeholders—Ministers, Directors-General, Cabinet Legislation and Liaison Officers and Senior Policy Officers—to obtain feedback on DPC's service delivery.

Ministers indicated a 100 per cent level of satisfaction with the overall level of engagement by DPC, and Directors-General, Cabinet Legislation and Liaison Officers and Senior Policy Officers indicated an 88 per cent level of satisfaction.

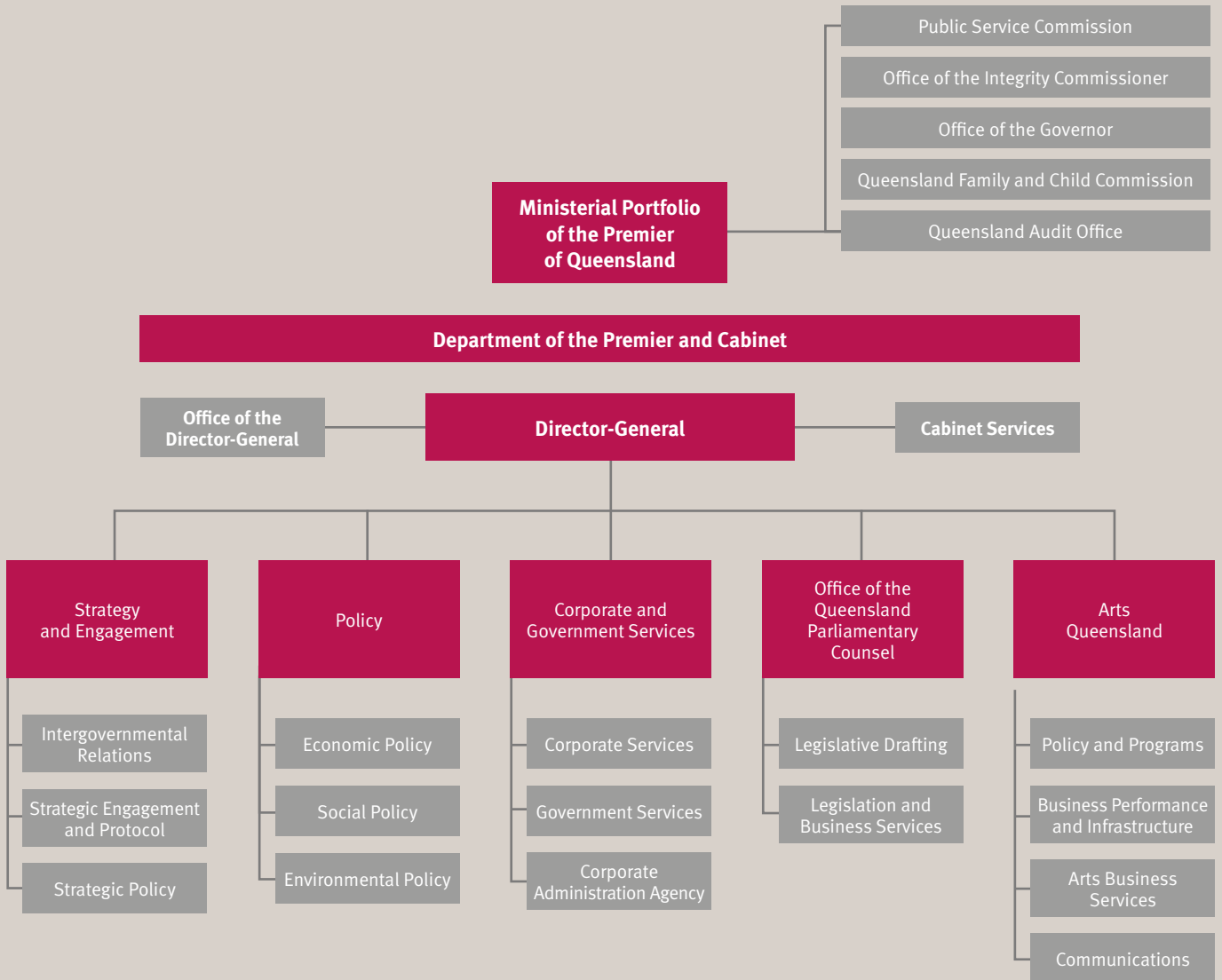
Further information on results relating to specific services are included throughout this report.

Organisational structure

DPC primarily operates out of 100 and 111 George Street, Brisbane and delivers its services through the structure outlined in the organisational chart. The North Queensland Office of the Department of the Premier and Cabinet is located at 445 Flinders Street, Townsville.

The Premier's ministerial portfolio also includes the Public Service Commission, Office of the Integrity Commissioner, Office of the Governor, Queensland Family and Child Commission and the Queensland Audit Office. For further information, please refer to each agency's annual report.

Organisational structure



Director-General's report

The Department of the Premier and Cabinet was an exciting place to be in 2015–16.

The department delivered programs that will help make Queensland a safer, fairer and more prosperous state.

The government's first priority is to support jobs and economic growth. In doing this, we were forever mindful of social inclusion and of considering the needs of all Queenslanders, no matter where they live or what their economic circumstances may be.

Our commitment to engage early with stakeholders and to better understand their perspectives is delivering benefits as government programs and legislation reflect a more consultative approach.

Innovation, championed through a number of Advance Queensland initiatives, has been applied to everything we do.

Honouring our commitment to creating jobs and opportunities in the regions, DPC coordinated 10 Working Queensland Cabinet Committee meetings, five Community Cabinet meetings and two Biofutures Cabinet Committee meetings across the state.

The department delivered a number of key initiatives that will bring substantial long-term benefits to the people of Queensland.

In November 2015, we connected investors from 17 different countries with exciting opportunities in world-leading tropical science, agriculture, infrastructure and tourism projects at the Northern Queensland Economic Summit in Cairns.

In April 2016, we brought together the world's best visionaries in technology, innovation and entrepreneurship to inspire and empower Queenslanders at the inaugural Advance Queensland Innovation and Investment Summit in Brisbane.

Through the Office of the Queensland Parliamentary Counsel, we drafted 420 legislative instruments that totalled almost 8000 pages.

We continued our unwavering support of the Special Taskforce on Domestic and Family Violence as they oversaw the implementation of new laws and initiatives to protect women and children at risk.

We drove the reform of the child protection system and the response to the Queensland Child Protection Commission of Inquiry's final report, *Taking Responsibility: A Roadmap for Queensland Child Protection*.

We set up a Social Cohesion Implementation Committee to deliver a whole-of-government approach to building social cohesion and religious tolerance in schools and the community.

DPC led Queensland's input into the development of the National Ice Action Strategy.

We also coordinated the whole-of-government \$20 million 10-year biofutures industry strategy roadmap and action plan. This new industry will diversify our economy and create knowledge-based jobs for the future.

As the centenary of the First World War marched on, DPC supported memorials, events and projects across the state through the Queensland Anzac Centenary Grants Program.

Through Arts Queensland, DPC introduced a new Queensland Arts Showcase Program to restore grant funding to the small to medium sector. We also began a business case for a new performing arts venue in Brisbane to make the most of cultural tourism opportunities.

While much has been achieved, there is still much more to do as we strive together to make a real difference in the lives of Queenslanders.

I thank the department for its contribution and I look forward to continuing to work with people who are dedicated, motivated and innovative.



Dave Stewart
Director-General
Department of the Premier and Cabinet

Government objectives for the community

Through whole-of-government collaboration with agencies and stakeholders, DPC delivers key policies, programs and services to support the Queensland Government's objectives for the community.

These objectives are:

- creating jobs and a diverse economy
- delivering quality frontline services
- protecting the environment
- building safe, caring and connected communities.

Creating jobs and a diverse economy

DPC plays a lead role in strengthening Queensland's position within the global marketplace to enable Queensland industry, business and regions to thrive and prosper. We foster regional solutions to create job opportunities and economic development through innovation, investment and infrastructure development.

In partnership with the Department of Science, Information Technology and Innovation, DPC leads the delivery of the government's Advance Queensland initiative. This four-year initiative is designed to build a diversified and knowledge-based economy that will create and support jobs of the future.

The department hosted the Advance Queensland Innovation and Investment Summit on 27–29 April 2016. The summit shone a spotlight on Queensland's innovation and investment opportunities, and brought together the world's best visionaries in technology, innovation and entrepreneurship, to inspire and empower Queenslanders.

DPC also led a community conversation through Advance Queensland to recognise the importance of an innovation-focused and entrepreneurial culture. Industry, universities, entrepreneurs and government will continue to work together to turn new ideas into world-leading products and services.

The department hosted the Northern Queensland Economic Summit on 4–6 November 2015 in Cairns to harness trade and investment opportunities with our world-leading knowledge in tropical science, agriculture, infrastructure and tourism, and to capitalise on opportunities for Queensland within markets across the globe.

To support regional development, the department provided whole-of-government coordination and support to:

- the Minister Assisting the Premier on North Queensland
- the Working Queensland Interdepartmental Committee
- a series of business roundtables between June and December 2015 in Brisbane, Cairns, Townsville, Mackay, Rockhampton and Mount Isa, which engaged more than 130 business leaders and stakeholders. This consultation and engagement directly informed development of the *Advancing North Queensland—Investing in the future of the north* plan.

Delivering quality frontline services

Empowered communities expect responsive and integrated government services that are focused on enhancing all aspects of their lives. Collaboration and engagement with stakeholders to drive place-based, demand-led and customer-focused solutions are a key feature of how the government does business.

We continue to strengthen our workforce, governance and systems to lead and implement government priorities, cross-portfolio projects and initiatives, for better outcomes for Queenslanders.

Community Cabinet

Throughout the year, Community Cabinet meetings provided an opportunity for the local community to talk face-to-face with the Premier, Ministers, Assistant Ministers and senior departmental officials on issues that matter at a local and regional level.

Members of the community had the opportunity to participate in a question and answer style public forum or by attending formal or informal deputations. This open format has improved community engagement.

In 2015–16, five Community Cabinet meetings were held in Brisbane, Bundaberg, Gladstone, the Moreton Bay Region and the Gold Coast. Further information on the location of future meetings and how to get involved in these events is available on the Premier's website at www.thepremier.qld.gov.au

Cabinet Committees

Cabinet Committee meetings have played an important role in providing a forum for local council leaders, businesses and stakeholders to talk directly to the Premier and Ministers on the issues that matter to them.

In addition to the Community Cabinet program, the government held two Biofutures Cabinet Committee meetings, and 10 Working Queensland Cabinet Committee meetings throughout the state in 2015–16.

The Biofutures Cabinet Committee meetings held in Mackay and Sarina provided a forum for the Premier and Ministers to talk with local government and businesses on opportunities for a potential biofuels industry in the region.

As part of the formulation of the State Budget, the Working Queensland Cabinet Committee meetings provided a forum for local people to talk with the committee members about job creation and economic opportunities. In addition to two meetings held in Brisbane, the Cabinet Committee held meetings in Townsville, Mackay, Mount Isa, Rockhampton, Charters Towers, Maryborough, Cairns and Toowoomba, which enabled more than 30 representations from mayors, local MPs, business groups and associations.

Arts and culture

Through its investments, Arts Queensland contributes to the government's Advance Queensland agenda, driving cultural and creative industries, new employment opportunities, and ensuring quality arts infrastructure that enhances the state's cultural profile and reputation.

In 2015–16, Arts Queensland:

- reviewed the Organisations Fund for small to medium organisations, extending three-year funding to a four-year funding model. This offers greater certainty and a more secure base for organisations to realise strategic plans, and grow and attract additional income
- launched the Queensland Arts Showcase Program, which focused on creating employment and training opportunities for Queensland-based artists and arts workers, while supporting collaborations to provide quality arts and cultural experiences across the state
- held seven workshops for the Arts Acumen initiative and funding presentations with more than 370 participants across Queensland—including Cairns, Toowoomba, Noosa and Mackay.

Arts Queensland also increased its focus on the provision of timely and accessible information with the recent redesign of its website, an increased focus on social media channels and development of an e-news publication that provides sector information.

Protecting the environment

One of DPC's key priorities is to strengthen environmental protection and management by ensuring effective development, coordination and implementation of policy. We recognise there is an important balance between development and the environment in creating a thriving economy and a vibrant community. As part of this balance we collaborate with agencies and the Australian Government to develop innovative solutions to counteract the effects of climate change.

Climate change

DPC supported the development of a coordinated government response to the challenge of climate change including co-chairing a Climate Change Interdepartmental Committee with the Department of Environment and Heritage Protection, and ongoing involvement in initiatives to protect and manage the Great Barrier Reef World Heritage Area.

Biofutures

DPC coordinated the development of a whole-of-government 10-year biofutures industry strategy roadmap and action plan, which included the Biofutures Industry Development

Fund, the Biofutures Acceleration Program, the Biofutures Commercialisation Program and the establishment of Biofutures Queensland.

Panama disease

On 3 March 2015, Panama disease Tropical Race 4 (TR4) was detected on a commercial banana farm in Tully. TR4 is recognised as the most serious biosecurity threat to Australia's banana industry and has had a devastating impact on banana production worldwide.

A Panama Disease TR4 Response and Resilience Taskforce was formed to coordinate the long-term response to the disease. The Taskforce is chaired by Dave Stewart, Director-General, DPC and includes representatives from key Queensland Government agencies, local government, Australian Government, peak industry bodies and community support groups.

The government has committed \$9.8 million for the implementation of a longer-term Panama disease program. The program's focus is on controlling and containing the disease while research and development is undertaken to support the future productivity of the banana industry.

Building safe, caring and connected communities

DPC plays a lead role in building safe, caring and connected communities through strengthening policy development to build social cohesion and partnerships.

Domestic and family violence prevention

DPC encourages safe and inclusive communities by leading domestic and family violence reforms in response to the *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* (the Not Now, Not Ever) report.

DPC led and coordinated a whole-of-government approach for domestic and family violence reforms, identifying initiatives from seven agencies to respond to the recommendations of the landmark Not Now, Not Ever report.

This collaborative approach to address funding was vital in creating a platform for agencies to work together, which helped give a clear picture of the proposed work program. Ultimately this approach helped provide a strong rationale for investment to inform budget deliberations.

The government announced an additional \$198 million over five years to respond to the Not Now, Not Ever report including \$970,000 over two years to establish the Domestic and Family Violence Implementation Council.

Anzac Centenary commemorations

Between 2014 and 2018 Australia commemorates the Anzac Centenary, with a five-year program marking 100 years since the country's involvement in the First World War. In 2015–16, DPC's Anzac Centenary Coordination Unit continued to lead and collaborate with stakeholders and partners to deliver a number of key commemoration activities.

In 2015–16 the Queensland Anzac Centenary grants program supported 186 community projects to a value of more than \$4.1 million. The grants program has enabled communities to develop exhibitions, publications, theatre productions, restore cenotaphs and honour boards, digitise records and deliver community events commemorating key military anniversaries.

The Anzac Centenary program has also enhanced Queensland representation and participation in the Australian Government's *Spirit of Anzac Centenary Experience* travelling exhibition, which visited both Toowoomba and Brisbane in 2015–16.

The restoration and enhancement of the state's war memorial in Anzac Square, in partnership with the Brisbane City Council, has delivered important works since the project commenced in 2014. In April 2016, the undercroft areas were re-opened to the public, providing an enhanced visitor experience with improved accessibility, curation of plaques and memorials and the uncovering of a 19th century heritage wall.

The Anzac Centenary program also collaborated with community-focused partners to support a number of commemorative event initiatives. Significant events included the Queensland Music Festival's 101 years' performances in Brisbane and Townsville, the March of the Dungarees commemorative activities (including a re-enactment march from Warwick to Brisbane) and hosting the national premiere of The Gallipoli Symphony at the Queensland Performing Arts Complex.

Collaboration to take action on social challenges

In August 2015, Queensland Government Directors-General joined Police Commissioner Ian Stewart, Indigenous leaders and members of the community at a high-level roundtable meeting to address localised social challenges in Mount Isa.

All roundtable leaders agreed to finalise an action plan and progress immediate outcomes-focused strategies and medium to longer-term actions around areas of community service delivery, community safety, social housing, education and training, and health.

In delivering the plan, government agencies, non-government organisations and the community worked together through a targeted and integrated case management approach.

Working in partnerships to deliver arts to the regions

Arts Queensland continues to support and partner with local government and arts organisations to ensure Queenslanders receive quality arts and cultural experiences.

In 2015–16, Arts Queensland partnered with 59 councils, through the Regional Arts Development Fund (RADF), and \$2 million was allocated to local government RADF programs.

Arts Queensland also supported performances, exhibitions and community engagement activities in regional communities across Queensland through the Playing Queensland Fund. The fund supports the touring of performing and visual arts projects with a strong community demand.

Policy advice, coordination and Cabinet support

Policy Division provides detailed briefings and advice to the Premier on social, legal, economic, environment and performance policy, from design and development through to coordination and implementation.

Cabinet support is provided through Cabinet Services. Cabinet Services' key roles include the provision of expert advice to facilitate the operation of Cabinet and its related processes in the administration of all Cabinet information, custodianship of Cabinet records from current and previous governments and direct logistical support to Ministers in Cabinet meetings.

DPC plays a role in enabling Queensland industry, business and regions to thrive and prosper. We help to create job opportunities and economic development through innovation, investment and infrastructure.

Key achievements 2015–16

- Led a whole-of-government initiative to develop the state's \$20 million biofutures strategy, which is a 10-year roadmap and action plan to create a new industry and the jobs of the future that it will support. As part of this work, DPC established and led an interdepartmental committee and supported the Biofutures Cabinet Committee to develop this plan.
 - Supported the Working Queensland Cabinet Committee and developed options for it to consider to support the government's jobs and economic development agenda.
 - Drove Queensland's counter-terrorism arrangements, including support for the Premier in her role as Chair of the Queensland Security Committee, and liaised with the Commonwealth and other state and territory jurisdictions through the Australian and New Zealand Counter-Terrorism Committee (ANZCTC).
 - Established the Social Cohesion Implementation Committee to deliver a co-ordinated whole-of-government approach to build social cohesion and religious tolerance in schools and the community and prevent extremism.
 - Led Queensland's input into the development of the National Ice Action Strategy.
 - Facilitated the whole-of-government response to the report of the Special Taskforce on Domestic and Family Violence, *Not Now, Not Ever—Putting an End to Domestic and Family Violence in Queensland* and the Domestic and Family Violence Prevention Strategy.
 - Drove the reform of the child protection system and the response to the Queensland Child Protection Commission of Inquiry's final report, *Taking Responsibility: A Roadmap for Queensland Child Protection and the strategic directions document Supporting Families Changing Futures*.
 - Coordinated the signing of the final *Bilateral Agreement between the Commonwealth and Queensland Government Transition to a National Disability Insurance Scheme*.
 - Organised the Northern Queensland Economic Summit 2015.
 - Facilitated the development of Queensland's Climate Change Policy Framework.
 - Led Queensland's disaster management arrangements, including support for the Premier in her role as Chair of the Queensland Disaster Management Committee.
 - Coordinated the development of the government's response to the Queensland Greyhound Racing Industry Commission of Inquiry resulting in oversight of the implementation of the review's recommendations.
- Continued to work for Queensland regions by:
- supporting the Minister Assisting the Premier on North Queensland
 - hosting meetings of the Premier's Business Advisory Council
 - coordinating a series of business roundtables in Brisbane, Cairns, Townsville, Mackay, Rockhampton and Mount Isa, which engaged more than 130 business leaders and stakeholders who directly informed development of the *Advancing North Queensland—Investing in the future of the north plan*
 - conducting interdepartmental committee meetings and successfully delivering the Northern Australia White Paper Implementation and Engagement Strategy
 - engaging an independent organisation to undertake an evaluation of the government's tackling alcohol-fuelled violence policy.

Our performance

The following service standards in DPC's Service Delivery Statements were used by the department and the government to assess overall performance of the policy advice, coordination and Cabinet support service area.

Policy Advice, Coordination and Cabinet Support	Notes	2015–16 Target /Estimate	2015–16 Actual
Service: Policy advice and coordination			
Customer satisfaction with advice by DPC to agencies on performance management and reporting requirements	1	85%	87%
Customer satisfaction with DPC engagement with the policy development process	1	85%	81%
Customer satisfaction with advice and support relating to intergovernmental issues	1	85%	100%
Service: Cabinet support			
Customer satisfaction with support provided by Cabinet Services	1	85%	91%
Average cost of support provided to coordinate Community Cabinet meetings	2	\$23,000	\$17,516

Notes:

1. This service standard informs on overall satisfaction levels with the quality, timeliness and support provided by DPC and is derived from an annual client survey. Customers are Ministers, Directors-General and their agency's Cabinet Legislation and Liaison Officers and Senior Policy Officers.
2. This service standard provides information on the average cost to coordinate Community Cabinet meetings. The wording of this service standard has been amended to clarify what is included in the measure. This service standard measures costs incurred by DPC in coordinating two day Community Cabinet meetings in regional and rural Queensland. Costs of coordinating the meetings, such as venue and equipment hire, as well as costs associated with DPC staff preparing for and attending the events, such as salary, travel and accommodation, are included in the measure. The target for 2015–16 has been calculated by the average cost of events coordinated in 2014–15. Five (two day) Community Cabinet meetings were held during the financial year.

Future directions for 2016–17

- Continue to support the government's jobs and economic development agenda by creating jobs for Queenslanders through:
 - working across government to continue to drive the implementation of the government's \$405 million whole-of-government Advance Queensland agenda to diversify the Queensland economy and to create the jobs of tomorrow
 - working across government to continue to drive the implementation of the *Advancing North Queensland—investing in the future of the north* plan to create jobs and to develop the region's economy
 - working with the Department of State Development to assess applications for the \$40 million Advance Queensland Industry Attraction Fund to attract businesses to Queensland to support new jobs
 - working with other agencies to finalise the development of, and to progress the implementation of, industry roadmaps, including the biofutures industry roadmaps, to create the knowledge-based jobs of the future.

- Support the Minister Assisting the Premier on North Queensland to drive the Queensland Government's North Queensland policy agenda and priority projects for economic development through:
 - coordinating the Interdepartmental Committee on Northern Australia
 - the continuation of the department's North Queensland Office in Townsville
 - supporting Queensland's participation in the Northern Australia Infrastructure Facility (a major long term initiative offering up to \$5 billion over five years in concessional finance to encourage and complement private sector investment to infrastructure that benefits Northern Australia).
- Lead Queensland's reform program for ending domestic and family violence, including progressing the implementation of the Domestic and Family Violence Prevention Strategy and the provision of secretariat support to the Domestic and Family Violence Implementation Council.
- Drive Queensland's child protection 10-year reform program resulting from the 2013 Child Protection Commission of Inquiry, including progressing the implementation of the 121 recommendations and the recently released strategic directions document Supporting Families Changing Futures.
- Coordinate the civil litigation reforms in response to the Royal Commission into Institutional Child Sex Abuse.
- Work with the Queensland Family and Child Commission (QFCC) and other agencies to respond to the QFCC Report Remembering Tiahleigh—A report into Queensland's children missing from out-of-home care.
- Facilitate whole-of-government and community action plan to improve social cohesion and reduce the risk of violent extremism.
- Facilitate the implementation of recommendations from the Barrett Adolescent Centre Commission of Inquiry.
- Facilitate the reform agenda for justice-related initiatives, including a new suite of laws to target all forms of serious organised crime that are stronger, fairer and more effective responses to organised crime in Queensland.
- Work on the whole-of-government response to contamination caused by the use of fire-fighting foams (for example, at the Oakey Army Aviation Centre).
- Lead the whole-of-government response to climate change through:
 - development of statutory guidelines to support delivery of new Chain of Responsibility legislation
 - financial assurance arrangements for mine site rehabilitation.
- Support initiatives to protect and manage the Great Barrier Reef World Heritage Area.
- Guide the implementation of the *Environmental Protection Amendment Act 2016* to ensure companies that become insolvent take responsibility for environmental obligations.
- Coordinate Queensland's participation with the National Water Infrastructure Development Fund.

Case study

Working for Queensland in the regions

The Queensland Government's Working Queensland Cabinet Committee (the committee), chaired by the Premier, provides leadership and direction on the government's highest priority—job creation.

While the government's job creation initiatives are being implemented throughout Queensland, many regional areas are facing challenging times, with the downturn in the resources sector and continuing drought conditions contributing to higher rates of unemployment.

Regional Queensland was front and centre when the Premier announced the Working Queensland Cabinet Committee meetings would take place regionally in 2016.

This provided a hands-on opportunity for the Premier, Ministers and Directors-General to meet with local governments, business, industry and community stakeholders in the regions to hear about the challenges and opportunities facing their communities and engage in ideas about job creation.

The committee's first meeting in 2016 was held in Townsville on 20 January, which was immediately followed by the Premier's launch of a jobs stimulus package to accelerate capital works and infrastructure projects in North Queensland. This package has subsequently been rolled out across the state to speed up investment, create local jobs and help transition regional communities.

The committee subsequently met in Mackay, Mount Isa, Rockhampton, Cairns, Charters Towers, Maryborough and Toowoomba in the lead up to the preparation of the 2016–17 State Budget.

The insight gained through the regional tour of the committee, as well as a series of government-led regional employment forums, informed the development of new job creation initiatives. This included the \$100 million Back to Work regional employment package that will support the creation of up to 8000 jobs and provide an economic boost to the regions.



Case study

Domestic and family violence prevention

DPC consulted with the Queensland community in coordinating a whole-of-government response to implement the recommendations made in the landmark *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report (Not Now Not Ever report) into domestic and family violence prevention.

After the report was handed down in February 2015, DPC held 15 community roundtables at various locations around Queensland to discuss the recommendations and ways to champion cultural change. Participants at these roundtables included representatives of Indigenous women and men; ethnic groups; people with disabilities; the elderly; the lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) community and representatives from business, legal, health, religious and education sectors.

DPC worked with multiple government agencies to produce a whole-of-government response to the report, with the Premier announcing in August 2015 that the government would accept or support all of the 140 recommendations.

One of the key recommendations of the report called on the government to develop a first-of-its-kind Domestic and Family Violence Prevention Strategy for Queensland. To ensure this strategy was informed by the community, DPC led a three-month consultation process, with more than 1200 individuals contributing to the development of the strategy through roundtables, online surveys and public information hubs.

The final *Domestic and Family Violence Prevention Strategy 2016–26*, released in early 2016, outlined the government's vision and overarching framework for change. It has a strong focus on stopping the violence before it happens, and supporting those living with violence. It acknowledges that the vision of a Queensland free from domestic and family violence will require long-term commitment from all the community and steady action over time. The strategy will be supported by a series of four successive action plans that will guide government and community efforts to help realise its objectives.

To ensure accountability, the Domestic and Family Violence Implementation Council has also been established to provide independent oversight of implementation of recommendations of the Not Now, Not Ever report and the group will report back to the Premier on progress. Chaired by the Honourable Dame Quentin Bryce AD CVO, the Council consists of representatives from key sectors in the community and government.

Strategy and engagement

Strategy and Engagement is a newly-formed division that combines strategic insights with technical engagement specialists to support externally-focused activities of the department.

Strategy and Engagement is comprised of Events, Protocol and Communications, Strategic Policy and Intergovernmental Relations.

The division identifies trends through data collection and analysis to support policy and external engagement activities of the department and government more broadly. Strategy and Engagement acts as a strategic commissioning unit and sources expertise from beyond DPC, to harness specialist expertise and resources domestically and internationally.

Strategy and Engagement works with external stakeholders, government representatives from other jurisdictions and

countries as well as other Queensland Government departments by generating and sharing insights from research, analysis and evaluation work.

The division is positioned as a place to ignite and incubate ideas, act as agents of change and enable DPC and government more broadly. This extends to pushing the thinking on new policy methods and the creation of more agile systems and processes, along with new models of data collection and analysis.

Intergovernmental Relations focuses on promoting Queensland's position on Council of Australian Governments (COAG) matters and other federal issues.

Key achievements for 2015–16

- Delivered the inaugural Advance Queensland Innovation and Investment Summit, held on 27–29 April 2016.
- Led the Queensland Government's input and negotiations regarding the Commonwealth Government's Reform of the Federation agenda.
- Oversaw and led negotiations of significant intergovernmental agreements including 13 National Partnership Agreements.
- Coordinated and managed the annual Queensland Australia Day celebrations on behalf of the National Australia Day Council.
- Coordinated and managed 2016 Queensland Week.
- Prepared the Queensland Plan 2014–15 Annual Report, which provided an overview of the government's progress on implementing the Queensland Plan.
- Progressed amendments to the *Queensland Plan Act 2014* to streamline public authority and local government reporting.
- Recognised outstanding Queenslanders through the delivery of four significant awards programs:
 - 2015 Premier's Awards for Excellence to recognise Queensland public service
 - 2016 Queensland Australian of the Year Awards on behalf of the National Australia Day Council
 - 2016 Queensland Reconciliation Awards to recognise initiatives advancing reconciliation
 - 2016 Queensland Greats Awards to recognise long-term achievements and dedication.
- Led the whole-of-government communication around key community issues such as alcohol-fuelled violence and domestic violence.
- Provided secretariat support to the Advance Queensland interdepartmental committee that oversees the implementation of the Queensland Government's innovation agenda.

Future directions 2016–17

- Lead Queensland’s engagement with the Council of Australian Governments (COAG) and other whole-of-government interjurisdictional activities, including health and education funding arrangements and economic reform.
- Progress the development and implementation of the Advance Queensland initiative.
- Support the Queensland Plan Ambassadors Council to advocate for the Queensland Plan’s implementation by community, business and industry.
- Progress the amendments to the *Queensland Plan Act 2014*, which will streamline public authority and local government reporting.
- Develop the Queensland Plan 2015–16 Annual Report that will provide an overview of the government’s progress on implementing the Queensland Plan.
- Lead planning and delivery of whole-of-government communication, including strategic stakeholder community engagement programs, digital engagement, special events, and crisis communication.
- Provide strategic advice and coordination of the Premier’s official overseas visits and official functions.
- Lead preparation of and engagement in:
 - the COAG Summit to Reduce Violence Against Women and their Children
 - the 2017 Annual Queensland Government–Australian Defence Force Consultative Forum.
- Facilitate regional development and efficient and consistent service delivery to communities on Queensland–New South Wales cross-border issues.

Case Study

Advance Queensland Innovation and Investment Summit

The inaugural Advance Queensland Innovation and Investment Summit was held in Brisbane from 27–29 April 2016. The summit put a spotlight on Queensland innovation and investment opportunities, and brought together the world’s best visionaries in technology, innovation and entrepreneurship to inspire and empower Queenslanders.

The two-day summit was attended by more than 1700 delegates and showcased world-class speakers, including Apple co-founder Steve Wozniak. Social media hashtags #AdvanceQld and #AQSummit trended in the top five for three days during the summit, reaching an audience of 2.8 million people. The summit was a hot topic of conversation across social media platforms, generating more than 10,660 social media mentions, and reaching an audience of 20.5 million people.

The summit included a business concierge service, with 365 individual interactions with delegates, which resulted in identifying 132 specific opportunities (potential investments, partnership and collaboration opportunities and new commercial opportunities).

Positive feedback has been obtained through surveys sent to delegates before, during and after the summit. Results demonstrate an increase in understanding of the impacts of technology and consumer trends, and identify an increase in the average likelihood to invest in innovation. More than 90 per cent of delegates stated they would attend another innovation summit and they considered the summit as a valuable event for their organisations.



Government executive support

Government executive support is delivered by Government Services and Corporate Services.

Government Services provides policy and operational advice and support to the Premier in relation to constitutional, executive government and machinery-of-government matters. Government Services also supports the administration of business before Executive Council, provides support services to Ministerial Offices and the Leader of the Opposition, and manages and coordinates the Anzac Centenary commemoration program.

Corporate Services delivers high quality corporate support to customers and stakeholders using contemporary systems and processes, as well as increasing employee engagement and capability by investing in organisational culture and developing a talented and diverse workforce.

Key achievements for 2015–16

- Conducted an Australia-wide analysis on the functioning of Executive Councils to ensure administrative processes remain at the forefront of current practice.
- Supported the state referendum on fixed four-year parliamentary terms.
- Managed the establishment of three new ministerial offices and an additional Assistant Minister and the transition of a new Leader of the Opposition.
- Delivered engaging commemorative events and specific tailoring of the Australian War Memorial's Spirit of Anzac Centenary Experience tour to ensure its relevance to regional Queenslanders, resulting in the highest levels of regional engagement in the country to date.
- Administered the Queensland Anzac Centenary grants program, for 186 community projects across Queensland, with a total value of more than \$4.1 million.
- Engaged Queenslanders in the Anzac Centenary commemoration program by coordinating and delivering a range of legacy projects, commemorative events and communication activities across Queensland.
- Provided strong corporate governance built on a model of integrity, accountability and transparency for internal and external stakeholders.
- Supported planning and change initiatives to facilitate the transfer of staff to 1 William Street.
- Provided customers and stakeholders with modern, efficient and technologically advanced systems and processes to enable and support workforce agility and productivity.
- Inducted and facilitated placements of 32 new Policy Future Graduates within DPC and across 11 other participating government agencies to build the next generation of policy professionals.
- Developed a new online Performance Development Agreement system that integrates DPC's learning and management systems, and provides better alignment between performance, development and career progression.

Our performance

The following service standards in DPC's Service Delivery Statement were used by the department and the government to assess overall performance of the government executive support service area.

Government executive support	Notes	2015-16 Target/Estimate	2015-16 Actual
Service: Government Services			
Customer satisfaction with support and advice provided by Government Services	1	85%	96%
Cost of Government Services as a % of departmental cost	2	14%	11%
Service: Corporate Services			
Customer satisfaction with support and advice provided by Corporate Services	3	85%	98%
Cost of Corporate Services as a % of departmental cost	4	14%	14%

Notes:

1. This service standard informs on overall satisfaction levels with quality, timeliness and support provided by Government Services and is derived from an annual client survey. Customers are Ministers, Directors-General and their agency's Cabinet Legislation and Liaison Officers and Senior Policy Officers.
2. This service standard informs on the overall cost of Government Services as a percentage of the total departmental budget.
3. This service standard informs on the overall satisfaction level of internal customers on services provided by Corporate Services. Customers are departmental officers including the Director-General and executive management.
4. This service standard informs on the overall cost of Corporate Services as a percentage of the total departmental budget.

Future directions for 2016–17

- Facilitate the transition to 1 William Street for DPC staff and Ministerial Offices.
- Provide Queenslanders with opportunities to engage with the Anzac Centenary by managing delivery of legacy projects, commemorative events, a community grants program, and producing communication and marketing activities to educate and engage both regional and metropolitan communities.
- Deliver the strategic review of the Queensland Audit Office.
- Build policy capability through greater mobility of existing policy professionals across government and through the commencement of a second whole-of-government Policy Futures Graduate Program cohort in 2017.
- Implement the fixed four-year parliamentary terms.

Office of the Queensland Parliamentary Counsel

Office of the Queensland Parliamentary Counsel (OQPC) is the Queensland Government’s provider for Queensland legislation, supporting government and democracy through legislative drafting and publishing.

Subject to the Minister, the Premier of Queensland, the office is controlled by the Queensland Parliamentary Counsel. OQPC was established as a statutory authority under the *Legislative Standards Act 1992* on 1 June 1992.

Key achievements for 2015–16

- Successfully delivered the government’s legislative program within required timeframes.
- Drafted national scheme legislation on behalf of the Australasian Parliamentary Counsel’s Committee.
- Implemented the full build of OQPC’s new legislative drafting and publishing system (QuLLS) to deliver enhancements to legislative drafting and publishing processes and public access to Queensland legislation.
- Continued the staged publication of *Principles of good legislation: OQPC guide to Fundamental Legislative Principles*.
- Supported the YMCA 2016 Queensland Youth Parliament, including providing assistance with the formatting and supply of eight Youth Bills.
- Invited a broad cross-section of Queensland institutional legislation users to participate in the OQPC Stakeholder Reference Group.

Office of the Queensland Parliamentary Counsel
Strategic Plan 2015–19



Our vision
Committed to excellence in Queensland legislation

Our role
The Office of the Queensland Parliamentary Counsel is the frontline service provider for Queensland legislation, supporting government and democracy through legislative drafting and publishing.

Measures of success

- Premier’s satisfaction with performance of the Office
- legislative program delivered on time
- client satisfaction with drafting services
- client satisfaction with quality of access to legislation available online
- enhanced workforce capability and capacity

Our values







Objectives

- draft and publish Queensland legislation of the highest standard
- transform access to Queensland legislation and legislative information through public website enhancements
- maximise our organisational capability and agility

Strategies

To create value and deliver our objectives we will:

- identify and adopt best practice in legislative drafting and publishing
- nurture strategic relationships with clients, stakeholders and partnering entities
- cultivate a high-performing integrated and innovative workforce.

Key priorities for 2015–16

- To work with government agencies to draft and publish legislation that:
 - supports creating jobs and a diverse Queensland economy
 - facilitates delivery of quality frontline services
 - protects the Queensland environment
 - builds a safer, caring and connected community.
- To develop innovative strategies to enhance stakeholder engagement.
- To strengthen our workforce engagement, support wellbeing initiatives, and fortify our governance systems to emulate best practice methodology and provide quality outcomes and deliverables.
- To deliver the eLegislation project to streamline legislative drafting and publishing.

Risks

- competing expectations among clients and among stakeholders
- ineffective business, technology and information systems
- misaligned organisational capacity and capability



Review date: by 1 July 2016

Our performance

The following service standards in DPC's Service Delivery Statement were used to assess OQPC's overall performance.

Legislative Drafting and ePublishing	Notes	2015–16 Target / Estimate	2015–16 Actual
Percentage of client satisfaction with legislative drafting services provided by the Office of the Queensland Parliamentary Counsel	1	85%	97%
Percentage of client satisfaction with the quality of access to legislation available online	1	85%	100%

Note:

1. This service standard informs on overall satisfaction levels with the quality, timeliness and support provided by LDeP and is derived from an annual client survey. Clients are Ministers, Directors-General and their agencies, Cabinet Legislation and Liaison Officers and Senior Policy Officers.

Apart from the annual departmental client survey, OQPC also seeks feedback from instructing agencies on its performance in relation to individual drafting projects. Four standard questions are asked (see below):

Questions	2015–16 survey results
1. How would you rate the quality of the drafting product?	98%
2. How would you rate the level of service in providing advice on alternative ways of achieving policy outcomes?	97%
3. How would you rate the level of service in providing advice on the application of Fundamental Legislative Principles (FLPs)?	97%
4. How would you rate the level of service provided by the drafter during the drafting project?	99%

Average of all four questions: 98%

In 2015–16 OQPC drafted 420 legislative instruments, totalling 7955 pages and reprinted 704 legislative instruments totalling 120,205 pages.

420 legislative instruments drafted

247 items of subordinate legislation drafted

7955 total pages drafted

704 reprints of legislation

79 government Bills drafted

120,205 total pages reprinted

20 private members' Bills drafted

117 total other legislative publications

46 amendments during consideration in detail for government Bills, totalling 445 pages

4836 total pages of other legislative publications

4,963,934 total legislation web hits

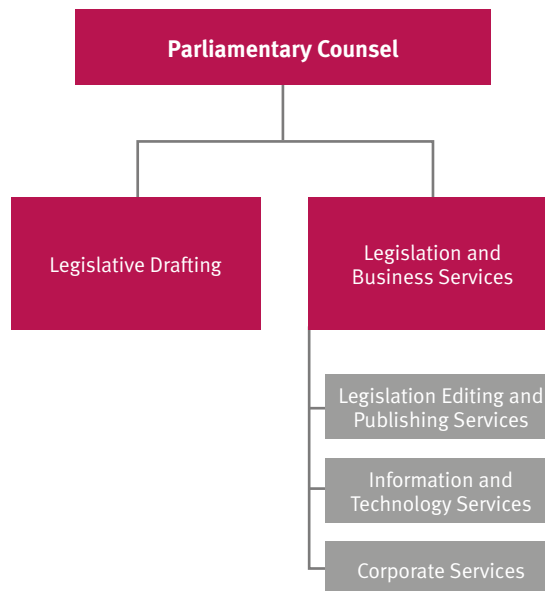
28 amendments during consideration in detail for private members' Bills, totalling 92 pages

Future directions for 2016–17

- Continue to provide high quality, accurate and timely drafting and publishing services to support delivery of the government’s legislative program.
- Launch the new Queensland legislation website.

Organisational structure

The office is located at 111 George Street, Brisbane. The current structure is summarised in the organisational chart below:



Case study eLegislation

In February 2016, OQPC's new legislative drafting and publishing system QuLLS (Queensland Integrated Legislation Lifecycle System) went live. Supply of Bills to Parliament House and the government printer from QuLLS commenced from the first parliamentary sitting in February 2016.

The eLegislation project was commenced to improve public access to Queensland legislation and legislative information and streamline and automate legislation production and publishing processes within OQPC.



QuLLS
Queensland Integrated Legislation Lifecycle System

The project involved:

- implementing specialist legislation database technology to manage drafting and reprint workflows along with web publishing activities
- development of a new legislation website with a range of enhanced features
- conversion of current reprints of Queensland legislation including approximately 980 legislation titles comprising more than 85,000 pages. Additionally, OQPC processed more than 500,000 existing files to enable transfer of content from the old legislation website to the new website.

Arts Queensland

Arts Queensland (AQ) supports Queenslanders' access to arts and cultural experiences, the growth and sustainability of the arts and cultural sector, and a strong community of arts.

AQ's role includes management of investment programs that support individual artists and arts and cultural organisations; supporting capital infrastructure that provides public spaces for arts production and engagement; and providing arts and cultural policy and strategy advice to the Queensland Government.

AQ also supports the governance and compliance of companies and statutory bodies within the arts portfolio to ensure integrity and accountability for the government's largest arts investments.

Another key area of responsibility is maintaining Queensland's premier cultural assets including the Cultural Precinct, South Bank, Judith Wright Centre of Contemporary Arts and Centre of Contemporary Arts, Cairns. In 2015–16, annual maintenance and depreciation expenditure related to the Cultural Precinct was approximately \$66 million.

Key achievements for 2015–16

- Supported Queensland's small to medium arts sector through the Organisations Fund to create opportunities for local artists and arts and cultural organisations. Total investment in 2015–16 amounted to \$6.7 million.
- Launched the Queensland Arts Showcase Program in September 2015 with more than \$2 million invested in 62 projects across the state.
- Supported 1379 performances, exhibitions and/or community engagement activities in 394 visits to regional communities across Queensland through the Playing Queensland Fund.
- Increased Queensland Ballet's base funding by \$1.2 million per annum to employ more dancers and provide increased performances and touring.
- Implemented the Arts Business Innovation Fund, in partnership with the Tim Fairfax Family Foundation to strengthen the financial capacity of small to medium arts businesses through a grant and no interest loan facility.
- Incentivised private sector support by matching eligible cash sponsorship and philanthropy dollar for dollar through the Arts Leverage Fund. In 2015–16, \$2.2 million was invested in 22 arts companies that together leveraged in excess of \$8.7 million in funding.
- Invested in Aboriginal and Torres Strait Islander arts and culture through the \$12.6 million four-year Backing Indigenous Arts program to build sustainable and ethical Aboriginal and Torres Strait Islander arts industries.
- Invested \$2 million in locally-led arts and cultural experiences in partnership with 59 Queensland local government councils through the Regional Arts Development Fund (RADF).
- Commenced the four-year \$28 million critical infrastructure and maintenance upgrade of the South Bank Cultural Precinct to replace and renew essential services to ensure Queensland's arts assets provide world-class experiences for more than five million visitors annually.
- Supported Queensland's film and television industry, through administration of \$30 million over four years to Screen Queensland to attract large-scale film and high-end television productions.

Our performance

The following service standards in the DPC's Service Delivery Statement were used by the department and the government to assess Arts Queensland's overall performance.

Arts Queensland	Notes	2015–16 Target / Estimate	2015–16 Actual
Service: Investment programs			
Level of client satisfaction with Arts Queensland's service delivery	1	90%	88%
Service: Facilities management			
Utilisation of state-owned arts and cultural facilities	2	5,500,000 visitors	5,823,623 visitors
Commercial revenue as percentage of total revenue	3	16%	18%

Notes:

1. The method of calculating this measure is based on the Queensland Government's Performance Management Framework five-point survey guidelines, as well as the DPC Better Practice Guidelines for Measuring Client Satisfaction. The survey includes questions related to the following dimensions of performance: timeliness, quality, access, staff, outcome and overall satisfaction.
2. This service standard informs on the estimated actual target based on the total estimated attendance figures in 2014–15 of Queensland Performing Arts Centre, Queensland Art Gallery, Queensland Museum, State Library of Queensland and the Judith Wright Centre of Contemporary Arts.
3. This service standard measures Arts Queensland's efficiency in leveraging government's investment in Queensland's premier cultural facilities through revenue generation that contributes to facilities management costs.

Future directions for 2016–17

- Commence consultation of a 10-year vision through strategic engagement with stakeholders for the cultural and creative industries in response to Advance Queensland initiative.
- Complete the business case for Brisbane's new performing arts venue for government consideration.
- Commence the \$2.25 million Cremorne Theatre refurbishment including redesign of stage and seating.
- Continue to undertake the essential \$28 million infrastructure upgrade program across Queensland's premier cultural institutions on Brisbane's South Bank.
- Complete the Cultural Precinct Conservation Management Plan to ensure the cultural significance of the precinct is conserved and to inform future planning and investment.
- Support Queensland's small to medium arts sector through outcomes of the Organisations Fund 2017–20.

Case study

Supporting and celebrating Queensland's Indigenous arts

Arts Queensland recognises the importance of art as an expression of culture, as well as an economic driver in Indigenous communities. In 2015–16, Arts Queensland dedicated \$12.6 million over four years to the Backing Indigenous Arts (BIA) program.



A government initiative since 2007, BIA is unique in the Australian context, supporting Aboriginal and Torres Strait Islander artists from creation to market through an investment cycle that begins with art centres and individual grants and concludes with support for the Cairns Indigenous Art Fair (CIAF).

Through grants to individual artists and investment in the 14 Indigenous arts centres and hubs across regional Queensland, BIA has been an important contributor to the career development of many artists across the state. Highlights in 2015–16 include:

- Queensland artists showcasing their work at Monaco's Oceanographic Museum including Bagu sculptures from the artists of Giringun Art Centre in Cardwell, three to seven-metre tall Dhari from Torres Strait Elder Ken Thaiday Snr, a stunning ghost net installation from Darnley Island's Erub Arts and Pompokuraaw Art Centre and striking contemporary sculptures and prints from leading Torres Strait artists Brian Robinson and Alick Tipoti.
- Artists from art centres Erub Arts, Mornington Island Arts, and Yalanji Arts at Mossman Gorge attending the Virgin Australia Melbourne Fashion Festival Cultural Program, showcasing textiles, prints and wearable art.
- Quandamooka Festival, a celebration of culture, country and people on North Stradbroke Island, resulted in employment of more than 125 Queensland artists and arts workers including 80 Quandamooka artists, arts workers and elders. The festival featured cultural tours, traditional song and dance, music, art exhibitions, workshops, and storytelling and was attended by 15,000 people.
- Queensland Indigenous artists Bianca Beetson, Delvene Cockatoo-Collins, and Mau Power, and organisations including Naygayiw Gigi Indigenous Corporation and Digi Youth Arts were supported to attend the 12th Festival of Pacific Arts and represent Australia.
- Queensland Aboriginal and Torres Strait Islander children together with professional artists and elders curated and showcased children's stories, experiences, ideas and opinions in the pop-up museum, Jarjums Life Museum. The first children's museum, Jarjums featured at the Out of the Box Festival at Queensland Performing Arts Centre (QPAC).

AQ continued to support the annual CIAF. Held from 31 July to 2 August 2015, the fair was a celebration of Indigenous art in Queensland, a major tourism card for the Cairns region. With more than 50,000 people attending it was an opportunity for artists to have their artwork viewed, appreciated and sold.

Lockhart River Dancers perform at CIAF 2015.

Photo by Lovegreen Photography, courtesy of the CIAF.

Corporate Administration Agency

The Corporate Administration Agency (CAA) provides corporate services to 26 Queensland public sector entities that are principally small to medium statutory bodies.

Services provided by CAA include human resource (HR) management and HR consulting, payroll and recruitment services, financial management and transactional services, and information management services including information technology and business systems.

CAA operates in a dynamic and agile environment where clients can choose to purchase separate components on an annual retainer or project basis depending on specific business needs. The business model is non-mandated and requires that CAA actively maintains high-performance standards, cost effectiveness and innovation for clients, to retain ongoing business.

Key strategic directions include continued business innovation and improvement through effective client engagement and strategic business alliances and partnerships, supported by strong governance of business operations, products and services and development of high-performance teams.

Key achievements for 2015–16

- Implemented an integrated job recording and tracking system across all branches at CAA. This system will be CAA's primary customer engagement tool into the future.
- Implemented an automated accounts payable solution for CAA, TAFE Queensland and the State Library of Queensland.
- Enhanced and conducted a number of Reasonable Management Action training courses for managers and supervisors within CAA, CAA's client base and other interested Queensland Government agencies. This program is focused on building line manager HR capability and was very well received with very positive feedback from participants.
- Attracted four new government clients (Queensland Productivity Commission, Building Queensland, Queensland Racing Integrity Commission and the Queensland Reconstruction Authority).

Our performance

The following service standards in DPC's Service Delivery Statement were used by the department and the government to assess CAA's overall performance.

Corporate Administration Agency	Notes	2015–16 Target / Estimate	2015–16 Actual
Customer satisfaction with CAA services	1	90%	90%
Percentage of customer services delivered within agreed standards (time and costs)	2	95%	94%
CAA Operating surplus/(deficit)	3	breakeven	\$2000
CAA annual unit pricing does not exceed CPI	4, 5	90%	70%

Notes:

1. This service standard informs on overall satisfaction levels with the availability, quality, timeliness and support provided by CAA derived from its annual customer survey. The result conforms with DPC's assessment methodology.
2. This service standard indicates CAA's effectiveness in meeting service obligations, as outlined in customer service level agreements and reported quarterly to customers.
3. This measure indicates CAA's performance in meeting the Government's financial objectives. CAA actively seeks to engage with new and current customers to support its revenue base, whilst managing expenses in alignment with revenue.
4. This service standard informs the percentage of services offered by CAA will not increase above CPI and indicates that CAA is managing its resources to provide economic pricing to customers.
5. The 2015-16 performance result of 70 per cent is reflective of pricing not exceeding CPI. The remaining 30 per cent was impacted by public service award increases and vendor price increases that has exceeded CPI.

Future directions for 2016–17

- Provide value for money and enhanced services to customers, with a continued focus on innovation and automation of business processes and responsible fiscal and resource management.
- Develop staff capability to enhance customer engagement and satisfaction through targeted internal leadership development and customer service training.
- Deliver better access to data and information for customers through the improved self-service and mobility facilities via mobile phones, tablets and the internet.
- Increase the functional capacity of the integrated job recording and tracking system to improve the customer experience and productivity of service delivery.

Our people

The core public service values—customers first, ideas into action, unleash potential, be courageous and empower people—continued to underpin the activities and aspirations of our workforce.

This year, as in past years, DPC staff embraced the opportunity to voice their opinions in the annual Employee Opinion Survey with staff participation rates, engagement and employee satisfaction once again exceeding Queensland public sector averages.

In the spirit of empowering people and putting ideas into action, employee opinions and perceptions provided a central plank for the development and implementation of strategic business and action planning during the year.

DPC's workforce 2015–16

The following is a snapshot of DPC's workforce profile:

- employed 644.11 full-time equivalent employees (FTEs), including 55.8 FTEs in the Office of the Queensland Parliamentary Counsel, 124.6 FTEs in Arts Queensland and 68.74 FTEs in the Corporate Administration Agency
- comprised a workforce in which 66.67 per cent were women and in which 55.84 per cent of all Senior Executive and Senior Officer roles were occupied by women
- maintained a workforce with an average age of 41.15 years compared with the service-wide average of 44.08 years
- provided part-time work opportunities to 16.87 per cent of our staff
- contributed five FTEs to deliver corporate services to our client agencies and to the Public Service Commission
- experienced an annual separation rate for permanent staff of 4.46 per cent
- a redundancy package for one employee at a total cost of \$237,717. No early retirement or retrenchment packages were paid during this period.

Key achievements 2015–16

- Launched our Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2015–16 and implemented actions to raise awareness and increase workplace participation of Indigenous Australians in our workforce. This initiative saw the recruitment of two Indigenous graduates through the Policy Futures Graduate Program.
- Developed a leadership program designed to strengthen connections, conversations and collaboration for DPC's leaders with implementation to occur during 2016–17.
- Introduced a suite of mandatory training programs accessed by DPC staff through the iLearn portal to strengthen integrity and accountability across the department.
- Delivered initiatives from our Corporate Social Responsibility Plan '*DPC Gives*' raising awareness around important social issues, developing partnerships with not-for-profit and non-government organisations and improving employee wellbeing.
- Actively supported the department's Health and Wellbeing Committee and delivered a health and wellbeing program designed to engage employees and create a safer and healthier working environment by providing practical support to help improve employee health, morale and motivation.
- Conducted inclusion and diversity workshops to inform the development of an organisational culture that recognises and values inclusion and diversity in the workplace.

Future directions for 2016–17

- Drive a development framework that is based on the best practical learning model of experiential (70 per cent), social (20 per cent) and formal learning (10 per cent), and motivates an agile, innovative and modern workplace culture.
- Build employee capability by leveraging opportunities created by our move to 1 William Street, with a focus on maximising DPC's capacity to work more flexibly.
- Implement a DPC leadership program.

Public Sector Ethics Act 1994

DPC continued to support the principles identified under the *Public Sector Ethics Act 1994* by delivering Code of Conduct training to 105 employees during 2015–16. The training focused on integrity and accountability and was delivered online through the DPC iLearn system.

Corporate support functions

Corporate Governance Group (CGG)

The CGG meets monthly and exists to assist the Director-General in discharging his accountabilities to achieve the department’s objectives.

Chaired by the Director-General, CGG also includes the following members:

- Deputy Director-General, Corporate and Government Services
- Deputy Director-General, Strategy and Engagement
- Deputy Director-General, Policy
- Cabinet Secretary, Cabinet Services
- Deputy Director-General, Arts Queensland
- Parliamentary Counsel

The role of the CGG is to:

- support the Director-General in decision making and advising on matters of strategic importance
- identify and report on emerging governance issues and major activities
- provide assurance on the effectiveness of governance arrangements
- review and approve corporate policies and processes
- act as a forum for strategic information sharing

- embed risk management activities and manage risk mitigation strategies
- consider impacts of whole-of-government initiatives on the department’s activities
- act as the department’s crisis management group and meet during a disruption to oversee the department’s internal and whole-of-government responsibilities.

To manage the department’s key duties and responsibilities, sub-committees, chaired by CGG members, support the function of the CGG.

To enhance the corporate governance arrangements a new committee structure was approved in February 2016. Two new sub-committees—People and Capability, and Performance and Strategy—were created to complement the existing Finance and Risk Committees. A temporary sub-committee to oversee the move to 1 William Street was also created.

These sub-committees provide regular updates to CGG on progress of their respective key focus areas.



Finance Committee

The Finance Committee meets quarterly and provides reports to the CGG. The committee met six times during 2015–16.

Role

The role of the Finance Committee is to:

- guide the annual budget processes
- monitor and report on DPC's financial performance against priorities and approved budgets
- formulate strategies for improving DPC's financial position including implications of whole-of-government financial policy developments
- provide executive-level oversight of strategic procurement issues in accordance with departmental priorities
- consider strategic operational financial risk for DPC and develop appropriate mitigation.

Performance and Strategy Committee

The Performance and Strategy Committee meets quarterly and provides reports to the CGG. It was newly formed in February 2016 and met once during 2015–16.

Role

The role of the Performance and Strategy Committee is to ensure DPC's statutory obligations in relation to organisational performance management are met by providing oversight of:

- key strategy and planning decisions
- the measuring and monitoring of DPC results
- DPC's public reporting requirements
- emerging risks and risk mitigation strategies relating to performance matters.

People and Capability Committee

The People and Capability Committee meets quarterly and provides reports to the CGG. It was newly formed in February 2016 and met twice during 2015–16.

Role

The role of the People and Capability Committee is to:

- embed a workforce culture that upholds the Queensland Public Service values and commits to the highest standards of ethical behaviour
- enhance leadership capability in order to drive higher levels of organisational performance, culture and engagement
- optimise workforce capability and capacity.

Risk Committee

The Risk Committee meets quarterly and provides reports to the CGG. The committee met four times during 2015–16.

Role

The role of the Risk Committee is to:

- advocate and implement DPC's risk management framework
- endorse DPC's risk appetite and review its ongoing application
- monitor the department's risk profile and exposure to significant risks
- oversee the department's ICT risks
- monitor security policies and practices
- review and assess significant emerging risk areas
- act as a forum for the discussion of significant operational risk issues.

1 William Street Transition Committee

The 1 William Street Transition Committee is temporary and meets monthly and provides reports to the CGG. The committee met seven times during 2015–16.

Role

The role of the 1 William Street Transition Committee is to:

- monitor the delivery of transition projects and guide the transition team regarding business requirements and management of issues
- escalate major issues to CGG for resolution
- champion the transition within respective divisions through a coordinated program of training, communication and genuine leadership
- understand how and where risks threaten program objectives and identify risk impacts.

Audit and Risk Management Committee (ARMC)

The department's Audit and Risk Management Committee (ARMC) was established by the Director-General, the accountable officer for the department, as required by section 35(1) of the *Financial Performance Management Standard 2009*. As required by section 35(2) of the standard, terms of reference outline the role of the committee.

During 2015–16, the ARMC observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines, issued in 2012.

Meetings

In accordance with its terms of reference the ARMC met four times during 2015–16.

Role and responsibilities

The role of the ARMC is to provide independent assurance and assistance to the Director-General on the risk, control and compliance frameworks and the department's external accountability responsibilities.

The ARMC's responsibilities include overseeing the:

- annual financial statements, ensuring appropriateness of accounting policies and management assumptions
- internal audit plan and audit findings
- external audit reports
- Risk Management Framework
- performance, monitoring and reporting activities.

The ARMC also serves the Commission Chief Executive, Public Service Commission.

Membership

The ARMC comprises:

Name	Committee Role	Position	Portion of the year as a member
Jenny Parker	Chair	Independent	July 2015 – June 2016
Neil Jackson	Member	Independent	July 2015 – June 2016
Bronwyn Morris	Member	Independent	February 2016 – June 2016
Peter McKay	Member	Deputy Commissioner, Public Service Commission	July 2015 – June 2016
Filly Morgan	Member	Deputy Director-General, Corporate and Government Services	February 2016 – June 2016
Pat Vidgen	Member	Chief Operating Officer	July 2015 – December 2015
Dave Stewart	Attendee	Director-General	July 2015 – June 2016
Robert Setter	Attendee	Acting Commission Chief Executive, Public Service Commission	July 2015 – June 2016

The General Manager, Corporate Services, the Chief Finance Officer, and the Director, Internal Audit and Risk, have standing invitations to attend all committee meetings.

Remuneration

As the chair of the committee, Jenny Parker is entitled to be paid \$220 (excluding GST) per hour, capped at six hours per meeting to prepare for and attend meetings. The Chair attended all four meetings held during 2015–16 and received \$5500 (including GST) for this period.

As an independent member of the committee, Neil Jackson is entitled to be paid \$210 per hour (excluding GST) capped at six hours per meeting to prepare for and attend meetings. The independent member attended all four of the meetings held during 2015–16 and received \$6542 (including GST) in remuneration.

As an independent member of the committee, Bronwyn Morris is entitled to \$210 per hour (excluding GST) capped at six hours per meeting to prepare for and attend meetings. This member was appointed half way through the financial year and attended two of the four meetings held during 2015–16 and is entitled to receive \$2520 (excluding GST).

Key achievements for 2015–16

- Approved the annual internal audit plan and monitored the ongoing delivery of the internal audit program, which included 12 reviews across the department.
- Monitored progress of the implementation status of internal audit recommendations.
- Received and considered external audit reports and monitored the implementation status of agreed actions against recommendations made (refer to external scrutiny for further information).
- Approved the financial statements for 2014–15 and considered the ongoing financial position of the department.
- Considered the ongoing corporate governance and risk management activities.
- Participated in the selection of the new internal audit provider.

Risk management

In accordance with the *Financial Accountability Act 2009*, the Director-General, DPC has established appropriate systems of internal control and risk management. This has been achieved through the maintenance of a risk management framework and oversight by the ARMC.

DPC's risk management framework aligns with the Australian Standard AS/NZ ISO 31000:2009 on risk management principles and guidelines and includes appropriate governance arrangements and risk reporting and analysis.

DPC is committed to a philosophy and culture that ensures risk management is an integral part of all activities. This minimises vulnerability to internal and external events and influences that could impact on the achievement of its objectives and strategic priorities. The department recognises that innovation may attract risk and encourages the appropriate management of potential benefits versus risk.

To support the achievement of strategic objectives, risk management continues to be embedded throughout the department through proactive executive involvement and assessment and treatment of risk, including fraud and corruption risks.

For 2015–16, DPC's strategic plan identified five overarching strategic risks. DPC's divisions are responsible for identifying and managing operational risks.

ARMC oversees the department's risk management system and it is a standing agenda item at their quarterly meetings. The DPC Risk Committee that reports to the Corporate Governance Group, refers matters to the ARMC for consideration.

Internal audit

During 2015–16 the internal audit service was managed by the department's Director of Internal Audit and Risk with delivery of the program being outsourced to a third-party provider. Effective from 1 January 2016, the internal audit contract transferred from Deloitte Touche Tohmatsu to KPMG.

Internal audit provides independent assurance and advice to the Director-General, senior management and the Audit and Risk Management Committee (ARMC). It enhances the department's corporate governance environment through an objective, systematic approach to evaluating the effectiveness and efficiency of processes, internal controls and risk management practices. This is in accordance with the role detailed in the *Financial Accountability Act 2009*.

The internal audit function operates in accordance with an approved Internal Audit Charter that incorporates professional standards and the Queensland Treasury Audit Committee Guidelines. The function is independent of the activities it reviews, of management and of the Queensland Audit Office (QAO).

The internal audit function is continually monitored to ensure it operates effectively, efficiently and economically.

Key achievements for 2015–16

- Developed an internal audit plan based on strategic risks and operational risk registers and presented the plan to the ARMC for approval.
- Executed the internal audit plan that included the completion of the following audits:
 - records management
 - ministerial services
 - Arts Queensland strategic asset management and contract management
 - sponsorships
 - 1 William Street project review
 - program governance processes
 - training and development
 - gifts and benefits reporting
 - CAA – disaster recovery strategy and IT project implementation review.
- Provided reports on results of internal audits and assurance reviews undertaken to the ARMC and the Director-General.
- Monitored and reported on status of implementation of internal audit recommendations to the ARMC.
- Supported management by providing advice on corporate governance and related issues including fraud and corruption prevention programs and risk management.

External scrutiny

External audits and reviews add value to the public sector through recommendations that improve business operations. In 2015–16, the following reports were published by the Queensland Audit Office that were relevant to DPC:

Report 1: 2015–16 Results of audit: Internal control systems 2014–15

This report summarised the results of evaluation of the financial control systems and select internal controls that operated within 21 government departments during the 2014–15 financial year. The report included better practice guides to assist with self-assessment of disaster recovery planning and internal financial management reporting.

Report 13: 2015–16 Cloud Computing

This audit examined how well departments were adopting the Queensland cloud computing strategy in modernising ICT assets and services to deliver value while managing risk.

DPC is implementing the recommendations relating to disaster recovery planning and cloud computing, and progress is monitored at each ARMC meeting.

Information systems

The department purchases transactional processing services from Queensland Shared Services and uses the whole-of-government SAP and Aurion systems for finance and human resource management services respectively.

DPC uses HP Records Manager (HPRM) for its eDRMS functionality. This system provides secure, effective and efficient management of corporate records and is also used for workflow of ministerial and executive correspondence. A customised version of HPRM is used for the purpose of managing proposed Cabinet submissions. This business system has enhanced information security and business functionality.

Key achievements for 2015–16

- Managed the rollout of a program that supports a mobile and flexible workforce as the department transitions into 1 William Street.
- Performed 1 William Street IT-readiness tests by participating in rigorous proof of concept, proof of service and user acceptance testing phases at both the Neville Bonner and 1 William Street building sites.
- Transitioned to desktop-as-a-service (DAAS) environment for Apple users, reducing support overheads and allowing greater stability of access to corporate systems.
- Updated the Information Security Policy and implemented an Information Security Awareness Training program across the department.

Records management

DPC continues its commitment to quality records management with the provision of policies, processes and systems to support decision making and accountability.

Key achievements for 2015–16

- A significant proportion of the department's physical records were transferred to either the Queensland State Archives or secure offsite storage facilities.
- A digitisation disposal policy in support of a 'paperlite' culture was implemented.

Future directions for 2016–17

- Upgrade the eDRMS systems that manage Cabinet submissions and departmental administrative records.
- Support a 'paperlite' culture.

Open data

The following will be published on the open data website at www.qld.gov.au/data:

- consultancies
- language services
- overseas travel.

Our leaders

Dave Stewart **Director-General**

Dave was appointed Director-General of the Department of the Premier and Cabinet (DPC) in February 2015. Prior to this role, he was the Secretary for Transport for New South Wales (NSW), where he led around 27,000 people in shaping, planning, policy and delivery of public transport, roads and freight across NSW. After a long career in local government and engineering construction in Australia and the United Kingdom, Dave joined the Queensland Government in 2006 as Deputy Coordinator-General within the Department of Infrastructure and Planning, where he was responsible for delivering major water and road projects. From June 2008, he was the Director-General of Queensland Transport and then the Department of Transport and Main Roads, overseeing the integration of organisations to a new customer-focused model. His primary responsibility was transport leadership including strategic policy and planning, system stewardship, infrastructure delivery and service delivery. One of his highlights as the Director-General of DPC has been participating in the community champions program for Indigenous communities, where he regularly visits Gulf communities and assists them with accessing much needed government services. He is passionate about regional Queensland and engaging directly with residents, business, government and community leaders. Dave is a civil engineer and holds Masters Degrees in Business and Engineering Science. He completed an executive program at Harvard University looking at private sector involvement in infrastructure delivery. He is a Fellow of Engineers Australia, an Honorary Fellow, Chartered Institute of Transport and Logistics, and a Fellow of the Australian Academy of Technology and Engineering.

Graham Fraine **Deputy Director-General, Policy**

As Deputy Director-General, Policy, Graham is responsible for developing specific policy advice on key issues, providing high-level strategic social and economic policy advice for the Premier and Cabinet and the implementation of key government decisions. Graham holds degrees in the field of psychology that first brought him to Queensland Government in 1993 to work on policy and research on road user behaviour. Graham has more than 20 years experience in public policy development and social science research specialising in transportation, program development, and service delivery. He has a proven track record in delivering significant outcomes in policy and regulatory reform and through his leadership has improved outcomes for Queenslanders in a range of areas, including safety, customer service and ease of doing business. Between 1999 and 2002, Graham undertook doctoral research at the Queensland University of Technology. He is most proud of developing and overseeing the delivery of key road safety programs in Queensland that led to sustained reductions in road trauma, including Queensland's lowest recorded road toll in 2014.

Filly Morgan **Deputy Director-General,** **Corporate and Government Services**

Filly has more than 25 years experience in the Queensland public sector. In her current role as Deputy Director-General she leads the delivery of Corporate and Government Services. This includes supporting business before Executive Council, advice on machinery of government and constitutional matters, the ANZAC Centenary Commemoration program, corporate support for Ministerial Offices and the Leader of the Opposition, as well as the corporate functions for the department. Filly has a broad range of experience in central and line agencies. She has previously worked in senior roles in DPC and the Department of Tourism, Major Events, Small Business and the Commonwealth Games. Filly is a Clerk of the Executive Council. She is also an ex-officio member of the Queensland Advisory Committee for the Commemoration of the Anzac Centenary and the Queensland Veterans Advisory Council.

Sarah Buckler
Acting Deputy Director-General,
Strategy and Engagement

Sarah, as the Acting Deputy Director-General, is responsible for the Strategy and Engagement Division. Sarah has postgraduate degrees in Law and Economics and Public Administration. Sarah has more than 20 years experience in executive leadership roles both in the public and private sector. She has a comprehensive understanding of state and local government policy and planning processes, and of community and industry needs and expectations across a range of settings including urban, rural and regional communities. Sarah is currently responsible for intergovernmental relations, communications and strategic insights functions within DPC.

Leighton Craig
Cabinet Secretary

Leighton has more than 20 years experience in the public sector. In his role as Cabinet Secretary, he heads the team responsible for managing services across the Queensland Government that support the operation of the Cabinet and Cabinet Committees. His team also monitors delivery of government commitments and decisions, and supports agencies to implement performance management. Leighton has worked in a diverse range of policy and project areas within government, including law and justice policy, disaster relief, community engagement on significant infrastructure and Aboriginal and Torres Strait Islander cultural heritage. He has previously headed the legal and constitutional area of DPC and has been a Clerk of the Executive Council since 2010.

Kirsten Herring
Deputy Director-General,
Arts Queensland

Kirsten was appointed as Deputy Director-General, Arts Queensland in 2013. In this role Kirsten oversees the activities of Arts Queensland, including the Queensland Government's investments in the South Bank Cultural Precinct, the funding of the major arts companies, the corporate governance support for the state's arts statutory bodies and government-owned companies, and the delivery of the arts investment funding programs. Before joining Arts Queensland, she held a number of executive positions with Events Queensland. These roles included Interim Chief Executive Officer (from 1 August 2012 until the merger with Tourism Queensland in early 2013) and General Manager – Event Acquisition and Development. Kirsten has also worked as the Commercialisation Manager for the University of Queensland's Arts faculty, the Head of International Production for Screen Queensland (then known as the Pacific Film and Television Corporation) and as the Director of Investment for the Department of State Development.

Annette O'Callaghan
Queensland Parliamentary Counsel

Annette was appointed Queensland Parliamentary Counsel in January 2016 and as head of the office is responsible for the drafting and publishing of all Queensland legislation. Annette has significant experience in delivering the legislative program for Queensland Government agencies, and has led the office's most significant reform project – eLegislation. The eLegislation project introduced a new content management system, drafting and publishing tool and legislation website. She has 25 years experience in legislative drafting and statutory interpretation and has held senior drafting and leadership roles in Queensland, Victoria and New South Wales throughout her career. Annette is Queensland's member of the Australasian Parliamentary Counsel's Committee.

Paul McFadyen
Deputy Parliamentary Counsel

Paul was appointed Deputy Parliamentary Counsel in 2014 and has more than 15 years experience in legislative drafting. As Deputy Parliamentary Counsel, Paul leads a legislative drafting team and supervises the preparation of legislation for subject matter administered by the departments of Agriculture and Fisheries; Communities, Child Safety and Disability Services; Education and Training; Energy and Water Supply; Environment and Heritage Protection; Housing and Public Works; Infrastructure, Local Government and Planning; National Parks, Sport and Racing; Natural Resources and Mines; State Development and Queensland Health.

Ian Larwill
Deputy Parliamentary Counsel

Ian was appointed Deputy Parliamentary Counsel in 2016 and has more than 26 years experience in legislative drafting. As Deputy Parliamentary Counsel, Ian leads a legislative drafting team and supervises the preparation of legislation for subject matter administered by the departments of Aboriginal and Torres Strait Islander Partnerships; Justice and Attorney-General; Premier and Cabinet; Science, Information Technology and Innovation; Tourism, Major Events, Small Business and the Commonwealth Games; Transport and Main Roads; Public Service Commission; Public Trust Office; Queensland Police Service; Public Safety Business Agency; Queensland Fire and Emergency Services; Queensland Ambulance Service and Queensland Treasury.

Statutory reports

Ministerial and Other Office Holder Staff

The *Ministerial and Other Officer Holder Staff Act 2010* provides a discrete framework for the employment of Ministerial staff, staff of the Office of the Leader of the Opposition and staff of other non-government Members of Parliament (where determined necessary based on the composition of the Legislative Assembly).

The employer for these staff is the Director-General of DPC who employs staff on the recommendation of the Premier, the Leader of the Opposition, or relevant Member of Parliament respectively.

During 2015–16 there were no staff employed under the Act to support a non-government Member of Parliament other than the Leader of the Opposition.

The Act covers the work performance and conduct of staff members through the inclusion of performance and personal conduct principles, ethics values and a specific provision that staff members are not empowered to direct public servants in their own right.

The Act provides that the Director-General of DPC may issue directives or guidelines about employment matters. In the preceding 12 months there has been one new directive issued under the Act.

A total of 309 staff were employed under the Act for the financial year ending 30 June 2016, with 213 staff employed as at 30 June 2016.

Legislation

The following legislation is administered through DPC on behalf of the Premier as at 30 June 2016:

- *Assisted Students (Enforcement of Obligations) Act 1951*
- *Auditor-General Act 2009*
- *Australian Constitutions Act 1842 (Imperial)*
- *Australian Constitutions Act 1844 (Imperial)*
- *Australian Waste Lands Act 1855 (Imperial)*
- *Century Zinc Project Act 1997 (ss1-4, 5(1), 8, 18–20)*
- *Commonwealth Powers (Air Transport) Act 1950*
- *Constitution Act 1867*
- *Constitution Act Amendment Act 1890*
- *Constitution Act Amendment Act 1934*
- *Constitution (Fixed Term Parliament) Referendum Act 2015*
- *Constitution of Queensland 2001*
- *Constitutional Powers (Coastal Waters) Act 1980*
- *Emblems of Queensland Act 2005*
- *Family and Child Commission Act 2014*
- *Governors (Salary and Pensions) Act 2003*
- *Integrity Act 2009*
- *Legislative Standards Act 1992*
- *Ministerial and Other Office Holder Staff Act 2010*
- *Off-shore Facilities Act 1986*
- *Parliament of Queensland Act 2001*
- *Parliamentary Service Act 1988*
- *Queensland Art Gallery Act 1987*
- *Queensland Boundaries Declaratory Act 1982*
- *Queensland Coast Islands Act 1879*
- *Queensland Independent Remuneration Tribunal Act 2013*
- *Queensland International Tourist Centre Agreement Act Repeal Act 1989*
- *Queensland Museum Act 1970*
- *Queensland Performing Arts Trust Act 1977*
- *Queensland Plan Act 2014*
- *Queensland Theatre Company Act 1970*
- *Reprints Act 1992*
- *Senate Elections Act 1960*
- *Statute of Westminster 1931 (Imperial)*
- *Statute of Westminster Adoption Act 1942 (Cth)*
- *Statutory Instruments Act 1992*

Financial summary

The department's financial statements consist of two categories:

1. Controlled activities, representing funds for departmental objectives.
2. Administered activities, representing funds administered on behalf of the government.

For the year ended 30 June 2016, income and expenditure increased primarily due to the full year effect of Arts Queensland (AQ) and Corporate Administration Agency (CAA) which were transferred to the department as part of the machinery-of-government changes from 1 March 2015.

DPC service area expenditure is summarised in Figure 1 for the current and prior financial year. Expenditure on Policy Advice, Coordination and Cabinet Support (PACCS) increased by 10 per cent primarily due to additional funding for initiatives focused on reducing domestic and family violence and alcohol-fuelled violence, and the Grantham Floods Commission of Inquiry. Government Executive Support (GES) expenditure reduced by 13 per cent primarily due to a reduction in grants provided by the Anzac Centenary Commemoration program, and offset by expenditure on the Northern Queensland Economic Summit, the Advance Queensland Innovation and Investment Summit and coordinating the Advance Queensland communication strategy. The newly-created service area Strategy and Engagement is not reported separately in 2015–16 as its services related to PACCS and GES.

AQ expenditure increased due to the full financial year effect as part of the department. Key areas being:

1. Maintaining Queensland's premier cultural assets, primarily the Cultural Precinct. Annual Cultural Precinct maintenance and depreciation expenditure represented approximately \$66 million in 2015–2016.
2. Managing grant programs supporting individual artists and arts and cultural organisations for arts production and engagement representing approximately \$38 million in 2015–16.

Administered expenditure also increased due to the full year effect of AQ. AQ administered grant funding to the following government bodies, Queensland Art Gallery, Queensland Museum, Queensland Performing Arts Trust, Queensland Theatre Company and Screen Queensland (SQ). For the year ended 30 June 2016, this funding totalled \$84 million.

Administered expenditure on Ministerial Offices, Assistant Ministers and the Office of the Leader of the Opposition reduced by 12 per cent whilst there was a 10 per cent increase in Queensland Family and Child Commission expenditure, whose primary objectives are focused on promoting the safety, wellbeing and best interests of children and improving the child protection system.

Figure 1. Controlled Expenditure by Service Area

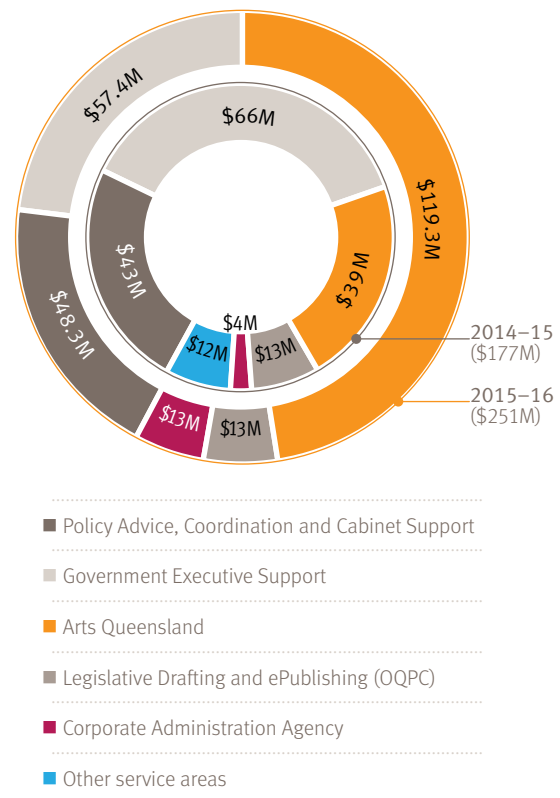
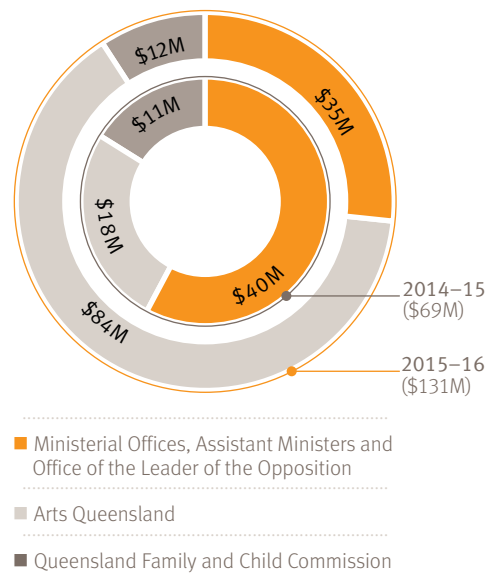


Figure 2. Administered expenditure



An administered expenditure summary, comparing the current and prior financial year is summarised in Figure 2.

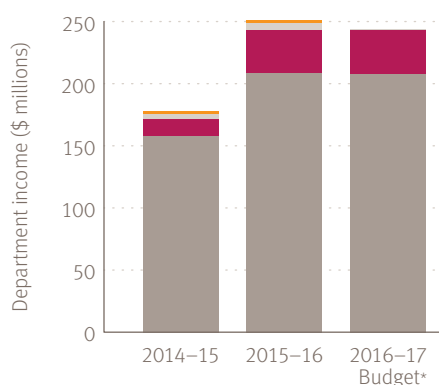
SQ's financial results were consolidated as part of the economic entity in 2016 due to the material increase in funding arrangements to secure film productions in Queensland.

Income

Department income for the 2015–16 was \$251 million (refer Figure 3). Income is predominately derived from the Queensland Government Consolidated Fund through appropriation revenue. The department also obtains income from user charges and fees, mostly from Arts Queensland owned buildings, the Cultural Precinct carpark and CAA corporate service support fees. Grant and other contributions income was also received in 2015-16, most notably a one-off \$3.5 million Australian Government Anzac Centenary Commemoration grant.

In 2016–17 income is budgeted to reduce to \$244 million due to a reduction in planned grant and other contributions and the one off nature of other revenues in 2015–16.

Figure 3. Department income summary



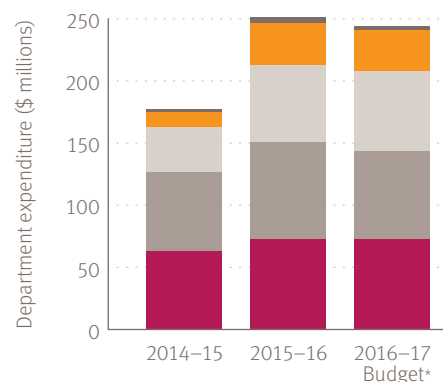
Other revenue	\$2.06M	\$2.81M	\$0.32M
Grants and contributions	\$4.39M	\$5.33M	\$0.36M
User charges and fees	\$13.05M	\$34.85M	\$35.53M
Appropriation revenue	\$157.95M	\$208.47M	\$207.64M

Expenditure

The department's major expenditure categories are employee expenditure, supplies and services, grants and subsidies, depreciation and amortisation. A summary is provided in Figure 4. Taking into consideration the full financial year effect of AQ and CAA, category expenditure remained consistent with the prior year apart from reductions in advertising and communications, consultant and contractor expenditure and increases in legal expenditure. Depreciation and amortisation expenditure remained consistent with the prior year after taking into consideration the annual asset measurement processes. Depreciation and amortisation represents approximately 13 per cent of total expenditure and is primarily in relation to Cultural Precinct assets.

In 2016–17 expenditure is budgeted to decrease in supplies and services.

Figure 4. Department expenditure summary



Other expenses	\$2.85M	\$5.23M	\$2.88M
Depreciation and amortisation	\$11.87M	\$33.25M	\$33.45M
Grants and subsidies	\$35.94M	\$62.21M	\$64.47M
Supplies and services	\$63.29M	\$77.92M	\$70.40M
Employee expenses	\$63.44M	\$72.79M	\$72.65M

* As per published 2016–17 Department of the Premier and Cabinet Service Delivery Statement (SDS).

Financial position

The department's financial position (refer Figure 5) improved during the financial year. This was due to an increase in net asset position whilst the current ratio remained consistent.

The increase in net assets is primarily due to land and building values increasing for the year ended 30 June 2016. These land and building assets are at the South Bank Cultural Precinct in South Brisbane, 381 Brunswick Street and Judith Wright Centre of Contemporary Arts in Fortitude Valley.

SQ's Revolving Film Finance Fund (RFFF) balance increased making SQ a material inclusion in the financial statements. AQ acts as the agency for facilitation of funding provided to SQ for the RFFF. The RFFF provides secured loans to cash flow film and television productions and infrastructure projects that will benefit the Queensland film and television industry. It is administered by SQ on behalf of the Government. All funds are drawn from the Queensland Treasury Corporation and all costs passed onto SQ.

Chief Finance Officer statement

Section 77(2)(b) of the *Financial Accountability Act 2009* requires the Chief Finance Officer of the Department of Premier and Cabinet to provide the accountable officer with a statement as to whether the department's financial internal controls are operating efficiently, effectively and economically.

For the financial year ended 30 June 2016, a statement assessing DPC's financial internal controls has been provided by the Chief Finance Officer to the Director-General.

The statement was prepared in accordance with Section 57 of the *Financial and Performance Management Standard 2009*. The statement was also provided to the department's Audit and Risk Management Committee.

Figure 5. Department expenditure summary

Financial position indicators	2014–15	2015–16
Net Asset Position	\$663.56M	\$693.16M
Current Assets	\$27.19M	\$33.29M
Current Liabilities	\$15.68M	\$19.87M
Current Ratio	1.7	1.7



Queensland
Government

Department of the Premier and Cabinet
Financial Statements
for the year ended 30 June 2016

**Department of the Premier and Cabinet
Financial Statements
for the year ended 30 June 2016**

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**Department of the Premier and Cabinet
Statement of Comprehensive Income
for the year ended 30 June 2016**

	Notes	Economic Entity		Parent Entity	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Income from Continuing Operations					
Appropriation revenue	A1-1	208,474	157,950	208,474	157,950
User charges and fees	A1-2	36,010	14,016	34,851	13,054
Grants and other contributions	A1-3	24,138	6,839	5,326	4,387
Other revenue		3,125	2,144	2,813	2,055
Total Income from Continuing Operations		271,747	180,949	251,464	177,446
Expenses from Continuing Operations					
Employee expenses	A2-1	74,821	64,147	72,793	63,436
Supplies and services	A2-2	78,871	63,665	77,922	63,285
Grants and subsidies	A2-3	74,537	41,699	62,206	35,938
Depreciation and amortisation	B3 & B4	33,252	11,876	33,247	11,869
Impairment losses		-	79	-	79
Other expenses	A2-4	5,286	2,788	5,227	2,771
Total Expenses from Continuing Operations		266,767	184,254	251,395	177,378
Operating Result for the Year		4,980	(3,305)	69	68
Other Comprehensive Income					
Increase (decrease) in asset revaluation surplus	B4	56,639	-	56,639	-
Total Other Comprehensive Income		56,639	-	56,639	-
Total Comprehensive Income		61,619	(3,305)	56,708	68

The accompanying notes form part of these statements.

**Department of the Premier and Cabinet
Statement of Financial Position
as at 30 June 2016**

	Notes	Economic Entity		Parent Entity	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Current Assets					
Cash and cash equivalents	B1	36,126	24,820	24,599	17,760
Receivables and loans receivable	B2	8,073	8,033	7,277	7,933
Inventories		22	48	22	48
Prepayments		1,517	1,499	1,388	1,450
Total Current Assets		45,738	34,400	33,286	27,191
Non-current Assets					
Receivables and loans receivable	B2	5,235	943	5,315	948
Intangible assets	B3	2,937	3,166	2,937	3,166
Property, plant and equipment	B4	676,755	648,901	676,739	648,880
Total Non-current Assets		684,927	653,010	684,991	652,994
Total Assets		730,665	687,410	718,277	680,185
Current Liabilities					
Payables	B5	15,297	10,435	15,099	10,243
Interest-bearing liabilities	B6	1,251	2,404	1,251	2,404
Accrued employee benefits	B7	2,917	2,471	2,823	2,389
Unearned revenue		699	641	699	641
Total Current Liabilities		20,164	15,951	19,872	15,677
Non-current Liabilities					
Payables	B5	243	15	-	-
Interest-bearing liabilities	B6	5,242	949	5,242	948
Accrued employee benefits	B7	42	35	-	-
Total Non-current Liabilities		5,527	999	5,242	948
Total Liabilities		25,691	16,950	25,114	16,625
Net Assets		704,974	670,460	693,163	663,560
Equity					
Contributed equity		632,802	659,907	632,802	659,907
Accumulated surplus/deficit		15,533	10,553	3,722	3,653
Asset revaluation surplus		56,639	-	56,639	-
Total Equity		704,974	670,460	693,163	663,560

The accompanying notes form part of these statements.

**Department of the Premier and Cabinet
Statement of Changes in Equity
for the year ended 30 June 2016**

	Notes	Economic Entity		Parent Entity	
		2016	2015	2016	2015
		\$'000	\$'000	\$'000	\$'000
Contributed equity					
Balance as at 1 July		659,907	4,596	659,907	4,596
<i>Transactions with owners as owners:</i>					
Appropriated equity injections	B8	4,886	194	4,886	194
Non-Appropriated equity injections		-	79	-	79
Appropriated equity withdrawals	B8	(31,991)	(14,280)	(31,991)	(14,280)
Non-Appropriated equity withdrawals		-	(30)	-	(30)
Net assets transferred to other Government Entity (Queensland Health Renewal Taskforce)		-	(570)	-	(570)
Net assets transferred via MoG changes (AQ, CAA)		-	669,918	-	669,918
Balance as at 30 June		632,802	659,907	632,802	659,907
Accumulated Surplus					
Balance as at 1 July		10,553	13,858	3,653	3,585
<i>Operating Result:</i>					
Operating Result from Continuing Operations		4,980	(3,305)	69	68
Balance as at 30 June		15,533	10,553	3,722	3,653
Asset Revaluation Surplus					
Balance as at 1 July		-	-	-	-
<i>Other Comprehensive Income:</i>					
Increase (decrease) in asset revaluation surplus	B4	56,639	-	56,639	-
Balance as at 30 June		56,639	-	56,639	-

The accompanying notes form part of these statements.

**Department of the Premier and Cabinet
Statement of Cash Flows
for the year ended 30 June 2016**

	Notes	Economic Entity		Parent Entity	
		2016	2015	2016	2015
		\$'000	\$'000	\$'000	\$'000
<i>Inflows:</i>					
Departmental services receipts	A1-1	206,019	159,595	206,019	159,595
User charges		36,570	17,323	35,208	16,333
Grants and other contributions		23,631	10,114	5,029	7,662
Interest receipts		610	122	137	26
GST input tax credits from ATO		12,820	10,427	11,828	9,963
GST collected from customers		4,219	2,395	4,139	2,362
Advances from other agencies		-	1,190	-	1,190
Other		2,041	944	2,041	944
<i>Outflows:</i>					
Employee expenses		(74,987)	(64,161)	(72,970)	(63,456)
Supplies and services		(75,224)	(66,193)	(74,142)	(65,787)
Grants and subsidies		(73,528)	(43,255)	(61,182)	(37,510)
Finance/borrowing costs		(425)	(26)	(137)	(26)
Insurance premiums		(14)	(31)	-	(31)
GST paid to suppliers		(14,091)	(11,197)	(12,800)	(10,598)
GST remitted to ATO		(4,084)	(2,135)	(4,015)	(2,103)
Advances to other agencies		(67)	-	(67)	-
Other		(572)	(166)	(863)	(166)
Net cash provided by operating activities	CF1	42,918	14,947	38,225	18,399
Cash flows from investing activities					
<i>Inflows:</i>					
Sales of property, plant and equipment		2	-	2	-
Receipts from loans		2,233	1,170	2,618	1,598
<i>Outflows:</i>					
Payments for property, plant and equipment	B4	(4,085)	(174)	(4,085)	(174)
Payments for intangibles	B3	(273)	(1,768)	(273)	(1,768)
Payments for loans		(5,597)	(2,306)	(5,734)	(2,735)
Net cash used in investing activities		(7,720)	(3,078)	(7,472)	(3,079)
Cash flows from financing activities					
<i>Inflows:</i>					
Equity injections	B8	4,886	273	4,886	273
Borrowings		5,731	2,735	5,734	2,735
<i>Outflows:</i>					
Equity withdrawals	B8	(31,941)	(14,310)	(31,941)	(14,310)
Borrowing redemptions		(2,568)	(1,597)	(2,593)	(1,597)
Net cash used in financing activities		(23,892)	(12,899)	(23,914)	(12,899)
Net increase (decrease) in cash and cash equivalents		11,306	(1,030)	6,839	2,421
Net cash transferred resulting from MoG changes		-	11,281	-	11,281
Cash and cash equivalents at beginning of financial year		24,820	14,569	17,760	4,058
Cash and cash equivalents at end of financial year	B1	36,126	24,820	24,599	17,760

The accompanying notes form part of these statements.

**Department of the Premier and Cabinet
Notes to the Statement of Cash Flows
for the year ended 30 June 2016**

CF1 Reconciliation of Operating Results to Net Cash from Operating Activities

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Operating surplus/(deficit)	4,980	(3,305)	69	68
Non-cash items:				
Depreciation and amortisation expense	33,252	11,876	33,247	11,869
Loss on disposal of plant and equipment	105	-	105	-
Impairment Loss	-	79	-	79
Impairment Reversal	(41)	-	(41)	-
Revaluation decrement	1	-	1	-
Bad debts expense	32	-	15	-
Change in assets and liabilities:				
(Increase)/decrease in departmental services revenue receivable	-	1,595	-	1,595
(Decrease)/increase in deferred appropriation refundable to Consolidated Fund	(2,035)	2,455	(2,035)	2,455
(Increase)/decrease in trade debtors	(393)	2,436	(320)	2,473
(Increase)/decrease in other receivables	(656)	1,319	(656)	1,500
(Increase)/decrease in GST receivable	(533)	(1,169)	(238)	(1,007)
(Increase)/decrease in long service leave reimbursement receivable	138	(131)	138	(131)
(Increase)/decrease in annual leave reimbursement receivables	496	(491)	496	(491)
(Increase)/decrease in inventories	26	(17)	26	(17)
(Increase)/decrease in other current assets	(18)	(1,102)	62	(1,053)
Increase/(decrease) in GST payable	(81)	393	(65)	359
Increase/(decrease) in payables	7,134	(408)	6,929	(600)
Increase/(decrease) in accrued employee benefits	453	776	434	659
Increase/(decrease) in other current liabilities	58	641	58	641
Net cash from operating activities	42,918	14,947	38,225	18,399

Department of the Premier and Cabinet
Statement of Comprehensive Income by Major Departmental Services and Shared Service Providers
for the year ended 30 June 2016

	Policy Advice, Coordination and Cabinet Support		Government Executive Support		Legislative Drafting and e-Publishing		Public Sector Renewal		Arts Queensland		Corporate Administration Agency		General Not Attributed ¹ & Inter-departmental Elimination		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Income from Continuing Operations																
Appropriation revenue	47,456	42,309	50,367	62,049	13,288	13,281	-	9,024	96,053	30,088	185	74	1,125	1,125	208,474	157,950
User charges and fees	38	20	1,979	2,185	46	126	-	3	21,252	7,236	12,665	3,519	(1,129)	(35)	34,851	13,054
Grants and other contributions	409	4	4,389	1,567	46	-	-	2,389	399	481	82	-	1	(54)	5,326	4,387
Other revenue	400	575	636	341	62	83	-	30	1,616	980	99	46	-	-	2,813	2,055
Total Income from Continuing Operations	48,303	42,908	57,371	66,142	13,442	13,490	-	11,446	119,320	38,785	13,031	3,639	(3)	1,036	251,464	177,446
Expenses from Continuing Operations																
Employee expenses	24,179	22,538	17,253	19,176	8,985	9,486	-	4,521	14,145	4,441	7,266	2,391	965	883	72,793	63,436
Supplies and services	9,935	10,799	26,004	26,337	4,012	3,720	-	6,795	33,579	14,375	5,464	1,120	(1,072)	139	77,922	63,285
Grants and subsidies	13,224	8,607	9,988	18,246	98	13	-	6	38,882	9,066	1	-	13	-	62,206	35,938
Depreciation and amortisation	522	434	319	334	265	236	-	80	31,921	10,668	148	49	72	68	33,247	11,869
Other expenses	443	530	3,807	2,049	82	35	-	44	725	122	150	70	20	-	5,227	2,850
Total Expenses from Continuing Operations	48,303	42,908	57,371	66,142	13,442	13,490	-	11,446	119,253	38,672	13,029	3,630	(3)	1,090	251,395	177,378
Operating Result from Continuing Operations	-	-	-	-	-	-	-	-	67	113	2	9	-	(54)	69	68
Other Comprehensive Income																
Increase (decrease) in asset revaluation surplus	-	-	-	-	-	-	-	-	56,639	-	-	-	-	-	56,639	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	56,639	-	-	-	-	-	56,639	-
Total Comprehensive Income	-	-	-	-	-	-	-	-	56,706	113	2	9	-	(54)	56,708	68

1. Includes Corporate Support Services provided to the Public Service Commission and Office of the Governor

Department of the Premier and Cabinet
Statement of Assets and Liabilities by Major Departmental Services and Shared Service Providers
as at 30 June 2016

	Policy Advice, Coordination and Cabinet Support		Government Executive Support		Legislative Drafting and e-Publishing		Arts Queensland		Corporate Administration Agency		Inter- departmental Service Elimination		Total		
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000
Current Assets															
Cash and cash equivalents	2,194	4,362	12,525	3,785	147	1,763	6,300	4,292	3,433	3,558	-	-	24,599	17,760	
Receivables and loans receivable	1,006	1,027	1,281	1,118	189	304	3,747	4,641	1,198	960	(144)	(117)	7,277	7,933	
Inventories	-	-	15	40	-	-	7	8	-	-	-	-	22	48	
Prepayments	45	134	387	157	2	175	-	-	954	984	-	-	1,388	1,450	
Total Current Assets	3,245	5,523	14,208	5,100	338	2,242	10,054	8,941	5,585	5,502	(144)	(117)	33,286	27,191	
Non-current Assets															
Receivables and loans receivable	-	-	-	-	-	-	5,315	948	-	-	-	-	5,315	948	
Intangible assets	447	574	214	384	2,276	2,153	-	-	-	55	-	-	2,937	3,166	
Property, plant and equipment	34	152	113	585	46	126	676,399	647,722	147	295	-	-	676,739	648,880	
Total Non-current Assets	481	726	327	969	2,322	2,279	681,714	648,670	147	350	-	-	684,991	652,994	
Total Assets	3,726	6,249	14,535	6,069	2,660	4,521	691,768	657,611	5,732	5,852	(144)	(117)	718,277	680,185	
Current Liabilities															
Payables	783	646	11,272	5,843	484	889	2,439	2,525	265	457	(144)	(117)	15,099	10,243	
Interest-bearing liabilities	-	-	-	-	-	-	1,251	2,404	-	-	-	-	1,251	2,404	
Accrued employee benefits	940	732	764	727	327	332	512	375	280	223	-	-	2,823	2,389	
Unearned revenue	-	-	-	-	-	-	90	45	609	596	-	-	699	641	
Total Current Liabilities	1,723	1,378	12,036	6,570	811	1,221	4,292	5,349	1,154	1,276	(144)	(117)	19,872	15,677	
Non-current Liabilities															
Interest-bearing liabilities	-	-	-	-	-	-	5,242	948	-	-	-	-	5,242	948	
Total Non-current Liabilities	-	-	-	-	-	-	5,242	948	-	-	-	-	5,242	948	
Total Liabilities	1,723	1,378	12,036	6,570	811	1,221	9,534	6,297	1,154	1,276	(144)	(117)	25,114	16,625	

Please note the department has systems in place to allocate assets and liabilities by departmental service.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2016**

A Comprehensive Income

A1 Revenue

A1-1 Appropriation Revenue

Reconciliation of Payments from Consolidated Fund to Appropriation Revenue for Services Recognised in Statement of Comprehensive Income

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Budgeted appropriation revenue	215,600	122,763	215,600	122,763
Transfer from/(to) other departments (redistribution of public business)	-	36,789	-	36,789
Transfer from/(to) other headings	(7,738)	-	(7,738)	-
Lapsed departmental services appropriation	(1,843)	-	(1,843)	-
Unforeseen expenditure	-	43	-	43
Total appropriation receipts (Cash)	206,019	159,595	206,019	159,595
Less: Opening balance of appropriation receivable	-	(1,645)	-	(1,645)
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	2,455	-	2,455	-
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(420)	(2,455)	(420)	(2,455)
Net Appropriation Revenue	208,054	155,495	208,054	155,495
Plus: Deferred appropriation refundable to Consolidated Fund (expenses)	420	2,455	420	2,455
Appropriation Revenue recognised in the Statement of Comprehensive Income	208,474	157,950	208,474	157,950

Appropriations provided under the *Appropriation Act 2015* are recognised as revenue when received. Where an appropriation receivable or payable has been recorded in the financial statements as at 30 June 2016, this has been approved by Queensland Treasury.

Amounts appropriated to the department for transfer to other entities in accordance with legislative or other requirements are reported as 'administered' item appropriations.

A1-2 User Charges and Fees

Corporate services partnership agreements	12,866	4,967	12,866	4,967
Facility services revenue	11,663	4,149	11,663	4,149
Car park revenue	7,892	2,683	7,892	2,683
Sales of goods/services	610	316	610	316
Other	2,979	1,901	1,820	939
Total	36,010	14,016	34,851	13,054

User charges and fees controlled by the department are recognised as revenue when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. This involves either invoicing for related goods/services and/or the recognition of accrued revenue. User charges and fees are controlled by the department where they can be deployed for the achievement of departmental objectives.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2016**

A1-3 Grants and Other Contributions	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Contributions from Queensland Government departments	19,634	5,326	1,032	2,876
Commonwealth contributions	3,717	324	3,507	322
Events sponsorship	787	1,189	787	1,189
Total	24,138	6,839	5,326	4,387

All Grants, contributions, donations and gifts were non-reciprocal in nature are recognised as revenue in the year in which the department obtains control over them (control is generally obtained at the time of receipt).

A2 Expenses

A2-1 Employee Expenses

Employee Benefits

Wages and salaries	58,429	48,813	56,681	48,233
Employer superannuation contributions	7,440	6,092	7,278	6,037
Annual leave levy	5,615	4,687	5,603	4,667
Long service leave levy	1,299	1,085	1,292	1,075
Professional development and study assistance	633	884	607	872
Termination benefits	429	1,123	429	1,106
Fringe Benefits Tax	415	422	405	424

Employee Related Expenses

Workers' compensation premium	215	129	210	129
Payroll Tax	48	13	-	-
Other	298	899	288	893
Total	74,821	64,147	72,793	63,436

Number of Full Time Equivalent (FTE) Employees	659	643	639	624
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FTE employees are calculated based on the Minimum Obligatory Human Resources Information (MOHRI) method.

In addition to the reported FTEs above, the department employed 5 FTE employees engaged in the provision of corporate services to other agencies in 2015-16 (3 FTE employees in 2014-15).

Wages and salaries due but not paid at 30 June are recognised at current salary rates.

Sick leave is non-vesting with an expense recognised when leave is taken.

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by the Treasurer on advice from the State Actuary. Contributions are expensed in the period in which they are paid or payable. The department's obligation is limited to its contribution to QSuper. The QSuper scheme has defined benefit and defined contribution categories. The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole-of-Government and General Government Sector Financial Reporting*.

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Central Scheme, a levy is made on the department to cover the cost of employees' annual leave (including leave loading and on-costs) and long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed quarterly in arrears.

The department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation. Worker's compensation insurance is a consequence of employing employees, but is not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses.

Key management personnel and remuneration disclosures are detailed in Note F2.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2016**

A2-2 Supplies and Services	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Building maintenance	19,293	9,222	19,293	9,222
Building services	17,756	11,483	17,521	11,405
Professional services	13,011	5,965	12,874	5,965
Information technology bureau services	8,799	5,437	8,688	5,405
Consultants and contractors	7,818	12,289	7,818	12,259
Advertising and communications	4,930	12,710	4,796	12,641
Outsourced corporate support	1,515	1,678	1,515	1,678
Travel	891	831	765	764
Hospitality and official functions	372	408	359	402
Other	4,486	3,642	4,293	3,544
Total	78,871	63,665	77,922	63,285

For a transaction to be classified as supplies and services, the value of the goods and services received by the department must be approximately equal value to the value of the consideration exchanged for those goods or services. Where this is not the substance of the arrangement, the transaction is classified as a grant in Note A2-3.

A2-3 Grants and Subsidies

Recurrent

Grants to private sector entities	39,350	12,814	27,019	7,053
Grants to government entities and statutory bodies	23,239	15,886	23,239	15,886
Grants to individuals	141	130	141	130
Total recurrent	62,730	28,830	50,399	23,069

Capital

Grants to government entities and statutory bodies	3,228	6,843	3,228	6,843
Grants to private sector entities	652	1,139	652	1,139
Total capital	3,880	7,982	3,880	7,982

Subsidy payments

Contributions	6,265	793	6,265	793
Sponsorships	1,061	2,195	1,061	2,195
Donations and gifts made	601	1,899	601	1,899
Total subsidy payments	7,927	4,887	7,927	4,887
Total	74,537	41,699	62,206	35,938

Grants are classified as either non-reciprocal or reciprocal in nature. Non-reciprocal grants occur when a payment or contribution made to an organisation or person is not required to be repaid or reciprocated, but which must be spent by the recipient for a specific purpose. Accordingly, non-reciprocal grant payments are expensed when the payment is made. Non-reciprocal grants expensed in 2015-16 totalled \$47.72m (\$60.10m Economic Entity).

Where the grant payment is reciprocal in nature, an asset (prepayment) is recognised when the payment is made. This prepayment is expensed as the grant recipient satisfies the performance obligations under the funding agreement. Reciprocal grants expensed in 2015-16 totalled \$6.56m (\$6.56m Economic Entity).

A subsidy payment is a payment or contribution made to an organisation or person which is not repaid or reciprocated.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2016**

A2-4 Other Expenses	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Deferred revenue refundable to other entities	3,500	-	3,500	-
Insurance premiums - QGIF	440	36	425	31
Deferred appropriation refundable to Consolidated Fund	420	2,405	420	2,405
External audit fees*	318	225	289	214
Interest	134	26	137	26
Losses from disposal of property, plant and equipment	105	-	105	-
Ex-gratia payments	11	-	11	-
Other	358	96	340	95
Total	5,286	2,788	5,227	2,771

*Total audit fees quoted by the Queensland Audit Office relating to the 2015-16 financial statements was \$408 700 (2015: \$365 500). The provision of audit services to Ministerial Offices and Office of the Leader of the Opposition was included in this quote.

There are no non-audit services included in the amount.

B Statement of Financial Position

B1 Cash and Cash Equivalents

Imprest accounts	34	34	33	34
Cash at bank and on hand	36,092	24,786	24,566	17,726
Total	36,126	24,820	24,599	17,760

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked at 30 June 2016 as well as deposits at call with financial institutions.

Departmental bank accounts grouped within the whole-of-Government set-off arrangement with the Queensland Treasury Corporation do not earn interest on surplus funds. Interest earned on the aggregate set-off arrangement balances accrues to the Consolidated Fund.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2016**

B2 Receivables and Loans Receivable

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Current				
Trade debtors	2,919	2,526	2,809	2,489
Advances	200	200	200	200
Less: Allowance for impairment loss	(200)	(200)	(200)	(200)
Net Advances	-	-	-	-
GST input tax credits receivable	1,821	1,288	1,364	1,126
GST payable	(312)	(393)	(294)	(359)
Net GST	1,509	895	1,070	767
Loan receivable	1,498	2,364	1,251	2,429
Annual leave reimbursements	833	1,329	833	1,329
Accrued Receivable	564	384	564	384
Long service leave reimbursements	201	339	201	339
Appropriation equity receivable	-	50	-	50
Other receivables	549	146	549	146
Total current receivables and loans receivable	8,073	8,033	7,277	7,933
Non-current				
Loans receivable	5,162	943	5,242	948
Other receivables	73	-	73	-
Total non-current receivables and loans receivable	5,235	943	5,315	948

All Current receivables and loans receivable plus any transaction costs relating to loans receivable are recognised at cost.

Settlement of Trade debtors is generally required within 30 days from the invoice date.

Loans receivable are represented solely by the Revolving Film Finance Fund (RFFF). The RFFF provides secured loans to cash flow film and television productions and for infrastructure projects that will benefit the film and television industry. It is administered by Screen Queensland (SQ) on behalf of the Government. All funds are drawn from the Queensland Treasury Corporation (QTC). Applicants apply for the loan through SQ and once approved, AQ recognise a loan receivable and payable (Note B6) with interest (charged at an interest rate equivalent to the QTC government debt pool rate) passed onto SQ. This means that all costs incurred by AQ in managing the RFFF are passed onto SQ. The weighted average QTC borrowing rate for the year ended 30 June 2016 was 2.83%, ranging from 2.28% to 3.05%.

Non-current other receivables relates to property rent incentives and is amortised over the life of each lease agreement. No interest is charged and no security is obtained.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2016**

B3 Intangible Assets	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Software Internally Generated				
At cost	5,507	5,622	5,507	5,622
Less: Accumulated amortisation	(2,752)	(3,219)	(2,752)	(3,219)
Less: Accumulated impairment losses	-	(7)	-	(7)
Total Software Internally Generated	2,755	2,396	2,755	2,396
Software Work in Progress				
At cost	182	770	182	770
Total Software Work in Progress	182	770	182	770
Total	2,937	3,166	2,937	3,166

Intangible Assets Reconciliation	Software Internally Generated		Software WIP		Total	
	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Economic Entity						
Carrying amount at 1 July	2,396	1,216	770	1,209	3,166	2,425
Acquisitions	-	-	273	1,713	273	1,713
Acquisitions through restructures/MoG	-	-	-	55	-	55
Net assets transferred to other Government Entities (Queensland Health Renewal Taskforce)	-	(570)	-	-	-	(570)
Transfers between classes	806	2,207	(806)	(2,207)	-	-
Impairment losses	-	(7)	-	-	-	(7)
Impairment reversal	7	-	-	-	7	-
Transfers out to operating expense	-	-	(55)	-	(55)	-
Amortisation	(455)	(450)	-	-	(455)	(450)
Carrying amount at 30 June	2,755	2,396	182	770	2,937	3,166
Parent Entity						
Carrying amount at 1 July	2,396	1,216	770	1,209	3,166	2,425
Acquisitions	-	-	273	1,713	273	1,713
Acquisitions through restructures/MOG	-	-	-	55	-	55
Net assets transferred to other Government Entities (Queensland Health Renewal Taskforce)	-	(570)	-	-	-	(570)
Transfers between classes	806	2,207	(806)	(2,207)	-	-
Impairment losses	-	(7)	-	-	-	(7)
Impairment reversal	7	-	-	-	7	-
Transfers out to operating expense	-	-	(55)	-	(55)	-
Amortisation	(455)	(450)	-	-	(455)	(450)
Carrying amount at 30 June	2,755	2,396	182	770	2,937	3,166

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2016**

B3-1 Recognition and Measurement

Intangible assets of the department comprise purchased software and internally developed software.

Intangible assets with a cost or other value equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed. Any training costs are expensed as incurred.

There is no active market for any of the department's intangible assets. As such, the assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

Costs associated with the internal development of computer software are capitalised and amortised under the amortisation policy below.

B3-2 Amortisation Expense, Measurement and Impairment

Intangible assets are assessed for impairment and remaining useful life on an annual basis.

All intangible assets of the department have finite useful lives and are amortised on a straight line basis over their estimated useful life to the department. Straight line amortisation is used reflecting the expected consumption of economic benefits on a progressive basis over the intangible's useful life. The residual value of all the department's intangible assets is zero.

Key Estimate: Intangible are amortised on a straight-line basis between 5-33%.

B4 Property, Plant and Equipment

B4-1 Closing balances and reconciliation of carrying amounts

	Economic Entity		Parent Entity	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Plant and Equipment				
At cost plant and equipment	7,429	6,840	7,335	6,746
Less: Accumulated depreciation	(5,318)	(5,283)	(5,240)	(5,210)
Less: Accumulated impairment losses	-	(71)	-	(71)
At cost leasehold improvements	-	2,739	-	2,739
Less: Accumulated depreciation	-	(1,085)	-	(1,085)
Total Plant and Equipment	2,111	3,140	2,095	3,119
Land				
At fair value	269,100	241,700	269,100	241,700
Total Land	269,100	241,700	269,100	241,700
Buildings				
At fair value	256,657	916,718	256,657	916,718
Less: Accumulated depreciation	(127,629)	(513,473)	(127,629)	(513,473)
Total Buildings	129,028	403,245	129,028	403,245
Heritage and Cultural Assets				
At fair value	733,268	125	733,268	125
Less: Accumulated depreciation	(460,467)	-	(460,467)	-
Total Heritage and Cultural Assets	272,801	125	272,801	125
Capital works in progress				
At cost - Buildings	3,715	691	3,715	691
Total Capital works in progress	3,715	691	3,715	691
Total	676,755	648,901	676,739	648,880

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Property, Plant and Equipment Reconciliation

Economic Entity	Plant and Equipment	Capital Works in Progress	Land	Building	Heritage and Cultural Assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July 2015	3,140	691	241,700	403,245	125	648,901
Acquisitions	33	3,625	-	-	427	4,085
Disposals	(16)	-	-	-	(90)	(106)
Transfers between asset classes*	-	(601)	-	(275,052)	275,653	-
Net revaluation increments/(decrements)	-	-	27,400	9,414	19,824	56,638
Impairment reversals	34	-	-	-	-	34
Depreciation/amortisation	(1,080)	-	-	(8,579)	(23,138)	(32,797)
Carrying amount at 30 June 2016	2,111	3,715	269,100	129,028	272,801	676,755
Carrying amount at 1 July 2014	1,573	12	-	-	-	1,585
Acquisitions	59	115	-	-	-	174
Transfers between asset classes	86	(86)	-	-	-	-
Acquisitions through restructures/MoG	2,320	650	241,700	413,845	125	658,640
Impairment losses	(72)	-	-	-	-	(72)
Impairment reversals	1	-	-	-	-	1
Depreciation/amortisation	(827)	-	-	(10,600)	-	(11,427)
Carrying amount at 30 June 2015	3,140	691	241,700	403,245	125	648,901
Parent Entity						
Carrying amount at 1 July 2015	3,119	691	241,700	403,245	125	648,880
Acquisitions	33	3,625	-	-	427	4,085
Disposals	(16)	-	-	-	(90)	(106)
Transfers between asset classes*	-	(601)	-	(275,052)	275,653	-
Net revaluation increments/(decrements)	-	-	27,400	9,414	19,824	56,638
Impairment reversals	34	-	-	-	-	34
Depreciation/amortisation	(1,075)	-	-	(8,579)	(23,138)	(32,792)
Carrying amount at 30 June 2016	2,095	3,715	269,100	129,028	272,801	676,739
Carrying amount at 1 July 2014	1,545	12	-	-	-	1,557
Acquisitions	59	115	-	-	-	174
Transfers between asset classes	86	(86)	-	-	-	-
Acquisitions through restructures/MoG	2,320	650	241,700	413,845	125	658,640
Impairment losses	(72)	-	-	-	-	(72)
Impairment reversals	1	-	-	-	-	1
Depreciation/amortisation	(820)	-	-	(10,600)	-	(11,420)
Carrying amount at 30 June 2015	3,119	691	241,700	403,245	125	648,880

*As a result of the heritage listing of the South Bank Cultural Precinct on 12 June 2015, the decision was made to reclassify assets impacted from Building Assets to Heritage and Cultural Buildings from 1 July 2015.

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B4-2 Recognition and Acquisition

Recognition Thresholds. Items of property, plant and equipment with a cost or other value to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition.

Land	\$1
Buildings	\$10,000
Leasehold improvements	\$10,000
Heritage and cultural assets	
Buildings	\$5,000
Other	\$5,000
Plant and equipment	\$5,000

Items with a lesser value are expensed in the year of acquisition.

Expenditure is only added to an asset's carrying amount if it increases the service potential or useful life of the existing asset. Maintenance expenditure that merely restores original service potential (lost through ordinary wear and tear) is expensed.

The department has a comprehensive annual maintenance program for its buildings and heritage buildings.

Cost of Acquisition. Cost is used for the initial recording of all property, plant and equipment acquisitions. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all other costs incurred in getting the assets ready for use, including architects' fees and engineering design fees.

B4-3 Measurement Using Historical Cost

Plant and equipment is measured at cost in accordance with the Queensland Treasury's Non-current asset policies (NCAP's). Separately identifiable components of assets such as those used for buildings and heritage buildings are measured on the same basis as the assets to which they relate. Asset components used for building and heritage buildings are defined in the Strategic Asset Management Framework (SAMF) Best practice guidelines for the management of Queensland Government buildings and in particular the Maintenance Management Framework which assists departments to distinguish components which form part of a building from those which do not.

B4-4 Measurement Using Fair Value

The department, through Arts Queensland (AQ) owns, land and buildings of arts and cultural significance at sites in Fortitude Valley and the Cultural Precinct, South Brisbane. Some of the buildings at the Cultural Precinct are subject to heritage listing. Those heritage listed buildings are designated as heritage and cultural assets.

Land, buildings, and heritage and cultural assets are measured at fair value as required by NCAPs for the Queensland Public Sector. These assets are reported at their revalued amounts, being the fair value at reporting date, less any accumulated depreciation and accumulated impairment losses where applicable.

The cost of items acquired during the financial year has been judged by management of the department to materially represent their fair value at the end of the reporting period.

Revaluations using independent professional valuers are undertaken at least once every five years. However, if a particular asset class experiences significant and volatile changes in fair value, that class is subject to specific appraisal in the reporting period, where practicable, regardless of the timing of the last specific appraisal.

Use of indices. Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up-to-date via the application of relevant indices. The department ensures that the application of such indices results in a valid estimation of the assets' fair values at reporting date. The State Valuation Service (SVS) supplies the indices used for the various types of assets. Such indices are either publicly available, or are derived from market information available to SVS. SVS provides assurance of their robustness, validity and appropriateness for application to the relevant assets.

The department, through AQ engaged SVS in April 2016 to perform a comprehensive market valuation of land, artwork assets and an indexed valuation of building assets. SVS is registered under the Queensland Valuers Registration Act 1992 and are Certified Practising Valuers experienced in valuation approaches for financial reporting to satisfy AASB13. The effective date of the valuation was 30 June 2016.

Key Judgement: The valuation process has been undertaken with regard to AASB13. The principal and most advantageous market assumption is that property sales derived from the Queensland Property Market are used to determine valuations. Market participant assumptions are also made in the valuation process that market participants would not sell less than/buy higher than the current market value. Highest and best use assumptions have been made on the characteristics of the assets concerned, including restrictions on the use and disposal of assets arising from the asset's physical nature and any applicable legislative/contractual restrictions on use.

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Notes to the Financial Statements
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Asset Class	Land	Buildings	Heritage and Cultural Assets	
			Buildings	Other ¹
Revaluation Method	Comprehensive	Indexation	Indexation	Comprehensive
Revaluation Date	May 2016	May 2016	May 2016	May 2016
<i>Prior Comprehensive Revaluation Date</i>	<i>Feb 2015</i>	<i>Jun 2012</i>	<i>Jun 2012</i>	<i>Feb 2015</i>
<i>Next Comprehensive Revaluation Date</i>	<i>2016-17</i>	<i>2016-17</i>	<i>2016-17</i>	<i>2016-17</i>
Assessed Assets Level	2	3	3	3
Index rate	n/a	7.87%	7.87%	n/a
Revised Fair Value	\$269 million	\$129 million	\$273 million	\$0.034 million

1. Includes three paintings and one sculpture.

All assets of the department for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

Level 1	represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;
Level 2	represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and
Level 3	represents fair value measurements that are substantially derived from unobservable inputs (for example Depreciated Replacement Cost method)

None of the department's valuations of assets are eligible for categorisation into level 1 of the fair value hierarchy. There were no transfers of assets between fair value hierarchy levels during the period.

Level 3 Fair Value Measurement - Reconciliation

	Buildings		Heritage and Cultural Assets				Total	
			Buildings		Other			
	2016	2015	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Economic Entity								
Carrying amount at 1 July	403,245	-	-	-	125	-	403,370	-
Acquisitions	-	-	427	-	-	-	427	-
Acquisitions through restructures/MoG	-	413,846	-	-	-	125	-	413,971
Disposals	-	-	-	-	(90)	-	(90)	-
Transfers	(275,052)	-	275,653	-	-	-	601	-
Net Revaluation increments/(decrements)	9,414	-	19,825	-	(1)	-	29,238	-
Depreciation for period	(8,579)	(10,601)	(23,138)	-	-	-	(31,717)	(10,601)
Carrying amount as at 30 June	129,028	403,245	272,767	-	34	125	401,829	403,370
Parent Entity								
Carrying amount at 1 July	403,245	-	-	-	125	-	403,370	-
Acquisitions	-	-	427	-	-	-	427	-
Acquisitions through restructures/MoG	-	413,846	-	-	-	125	-	413,971
Disposals	-	-	-	-	(90)	-	(90)	-
Transfers	(275,052)	-	275,653	-	-	-	601	-
Net Revaluation increments/(decrements)	9,414	-	19,825	-	(1)	-	29,238	-
Depreciation for period	(8,579)	(10,601)	(23,138)	-	-	-	(31,717)	(10,601)
Carrying amount as at 30 June	129,028	403,245	272,767	-	34	125	401,829	403,370

**Department of the Premier and Cabinet
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B4-5 Depreciation Expense

Depreciation of property, plant and equipment is performed on a straight-line basis with the exception of land, heritage and cultural assets (other) and assets under construction as these classes of assets are not depreciated. Land is not depreciated as it has unlimited useful life. Heritage and cultural assets (other) are not depreciated as their service potential is not expected to diminish with time or use. Heritage buildings do have a service potential that could diminish over time and are therefore depreciated accordingly. Assets under construction (work-in-progress) are not depreciated until they reach service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes within property, plant and equipment.

Key Judgement: Straight line depreciation is used reflecting the progressive, even consumption of future economic benefits over their useful life to the department and consolidated entity.

For depreciable assets, residual value is determined to be zero reflecting the estimated amount to be received on disposal at the end of their useful life.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate and are depreciated accordingly. Separately identifiable components only exist in the Buildings and Heritage Buildings asset classes of the department.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the department.

Key Estimate: For each class of depreciable asset the following depreciation rates are used:

Land	nil
Buildings	1.5-25%
Leasehold improvements	10-33%
Heritage and cultural assets	
Buildings	1.5-25%
Other	nil
Plant and equipment:	
Computer hardware	10-33%
Computer software	10-33%
Office equipment	10-33%
Furniture and fixtures	10-23%

B4-6 Impairment

All non-current physical assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, management determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus of the relevant class to the extent available.

Key Judgement – Impairment Indicators: External and internal impairment indicator assessment is performed in consultation with Arts Queensland Property and Facilities management. Due to the heritage listing of the South Bank Cultural Precinct on 12 June 2015, a Conservation Management Plan (CMP) was initiated. The results of the CMP are not due to be published until December 2016. This factor represents a key judgement relating to Cultural Precinct assets in scope of the CMP.

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B5 Payables and Accruals	Economic Entity		Parent Entity	
	2016	2015	2016	2015
Current	\$'000	\$'000	\$'000	\$'000
Trade creditors and accruals	9,973	7,281	9,775	7,089
Deferred revenue refundable to other entities	3,500	-	3,500	-
Grants and subsidies payable	873	220	873	220
Deferred appropriation refundable to Consolidated Fund	420	2,455	420	2,455
Other	531	479	531	479
Total Current Payables	15,297	10,435	15,099	10,243
Non-Current				
Other	243	15	-	-
Total Non-Current Payables	243	15	-	-

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the purchase contract price, net of applicable trade and other discounts. Amounts owing are unsecured.

B6 Interest Bearing Liabilities

Queensland Treasury Corporation borrowings - Current	1,251	2,404	1,251	2,404
Queensland Treasury Corporation borrowings - Non-current	5,242	949	5,242	948
Total Interest Bearing Liabilities	6,493	3,353	6,493	3,352

Interest bearing liabilities are recognised at cost, plus any establishment expenses.

Interest and borrowing administration costs are recognised as an expense as they accrue. No interest has been capitalised during the current or comparative reporting period. There have been no defaults or breaches of the loan agreements during the period. Repayment dates vary from one to five years. Principal and interest repayments were made quarterly in arrears. The weighted average QTC borrowing rate was 2.83%, ranging from 2.28% to 3.05%.

The fair value of Interest bearing liabilities are set out in Note C3.

Any borrowing costs are added to the carrying amount of the borrowing to the extent they are not settled in the period in which they arise.

B7 Accrued Employee Benefits

Current				
Long service leave levy payable	298	315	298	315
Annual leave levy payable	1,599	1,604	1,505	1,522
Accrued salaries and wages	1,020	552	1,020	552
Total Current	2,917	2,471	2,823	2,389
Non-Current				
Accrued Long service leave	42	35	-	-
Total Non-Current	42	35	-	-

No provision for annual leave or long service leave is recognised in the Parent Entity's financial statements as the liability is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

The Economic Entity includes SQ which does not participate in whole-of-Government central leave schemes. As such the Economic Entity reflects provisions for leave associated with SQ only.

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B8 Appropriations Recognised in Equity	Economic Entity		Parent Entity	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Transfer from/(to) other departments (redistribution of public business)	-	(21,614)	-	(21,614)
Transfer from/(to) other headings	(23,539)	-	(23,539)	-
Lapsed equity adjustment	(3,516)	-	-	-
Unforeseen expenditure	-	7,478	(3,516)	7,478
Equity adjustment receipts (payment)	(27,055)	(14,136)	(27,055)	(14,136)
Less: Opening balance of equity adjustment receivable	(50)	-	(50)	-
Plus: Closing balance of equity adjustment receivable	-	50	-	50
Equity adjustment recognised in Contributed Equity	(27,105)	(14,086)	(27,105)	(14,086)

C Risk and Other Accounting Uncertainties

C1 Financial Contingencies

There are currently no insurance claims against the department. There are no legal actions that have been undertaken by the department at reporting date.

C2 Financial Commitments

C2-1 Non-Cancellable Operating Lease Commitments

Commitments under operating leases at reporting date (inclusive of non-recoverable GST input tax credits) are payable as follows:

Not later than one year	212	195	-	-
Later than one year and not later than five years	510	708	-	-
Total Non-Cancellable Operating Leases	722	903	-	-

C2-2 Capital Expenditure Commitments

Commitments for capital expenditure at reporting date (inclusive of non-recoverable GST input tax credits) are payable:

Not later than one year	16,718	19,989	16,718	19,989
Later than one year and not later than five years	13,556	10,854	13,556	10,854
Total Capital Expenditure Commitments	30,274	30,843	30,274	30,843

C3 Financial Risk Disclosures

C3-1 Financial Instruments Categories

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the department becomes party to the contractual provisions of the financial instrument. No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

**Department of the Premier and Cabinet
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The department has the following categories of financial assets and financial liabilities:

	Note	Economic Entity		Parent Entity	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Financial Assets					
Cash and cash equivalents	B1	36,126	24,820	24,599	17,760
Receivables and loans receivable	B2	13,308	8,976	12,592	8,881
Total Financial Assets		49,434	33,796	37,191	26,641
Financial Liabilities					
Payables	B5	15,540	10,450	15,099	10,243
Interest bearing liabilities - QTC borrowings	B6	6,493	3,353	6,493	3,352
Total Financial Liabilities		22,033	13,803	21,592	13,595

C3-2 Financial Risk Management

a) Risk Exposure

The Department of the Premier and Cabinet's activities expose it to a variety of financial risks as set out in the following table:

Risk Exposure	Definition	Exposure
Credit risk	Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	The department has material exposure to credit risk through the RFFF loan facility. If a default on a film assistance loan occurs there is potential for the loan to become non-recoverable to SQ. There is minimal credit risk exposure for all other financial assets. The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of provisions for impairment.
Liquidity risk	Liquidity risk refers to the situation where the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	The department has immaterial exposure to liquidity risk due to the significant asset to liability ratio.
Market risk	The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	The department has immaterial exposure to market risk. Interest bearing liabilities associated with the RFFF are transacted with QTC on a variable rate basis. The department is exposed to interest rate risk through its borrowings from Queensland Treasury Corporation.

All financial risks are managed by Financial Services under the policies approved by the accountable officer of the Department of the Premier and Cabinet. The department provides written principles for overall risk management, as well as policies covering specific areas.

**Department of the Premier and Cabinet
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b) Risk Measurement and Management Strategies

The department measures risk exposure using a variety of methods as follows:

Risk Exposure	Measurement Method	Risk Management Strategies
Credit risk	Ageing analysis, earning at risk	The department, through Screen Queensland mitigates material credit risk for film assistance loans through a credit management strategy. The strategy involves the SQ board approving all new loan arrangements after a comprehensive application process. On-going monitoring also occurs. All loan arrangements are on a secured, fixed term, interest bearing basis. The security is a fixed and floating charge over the assets of the borrower held by SQ.
Liquidity risk	Sensitivity analysis	The department manages immaterial liquidity risk through a combination of regular fortnightly appropriation payments from the Consolidated Fund, and when required, loan drawdowns for major projects based on an already agreed borrowings program with Queensland Treasury. This strategy reduces the exposure to liquidity risk by ensuring the department has sufficient funds available to meet its obligations when they fall due.
Market risk	Interest rate sensitivity analysis	The department does not undertake any hedging in relation to interest risk and manages its risk as per the department's risk management strategy articulated in the department's Financial Management Practice Manual.

C3-3 Maximum Credit Risk Exposure Where Carrying Amounts Do Not Equal Contractual Amounts

The maximum material exposure to credit risk at balance date for receivables is the gross carrying amount of those assets inclusive of any provisions for impairment.

C3-4 Liquidity Risk – Contractual Maturity of Financial Liabilities

The following table represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date.

	Economic Entity				Parent Entity			
	Payable in			Total	Payable in			Total
	< 1 year	1-5 years	> 5 year		< 1 year	1-5 years	> 5 year	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Liabilities								
2016	16,548	5,485	-	22,033	16,350	5,242	-	21,592
2015	12,839	964	-	13,803	12,647	948	-	13,595

C3-5 Financial Assets

The collectability of receivables is assessed periodically with provision being made where receivables are impaired.

SQ holds a fixed and floating charge over the assets of the borrower for film assistance loans. No security is held for any other financial assets

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired, and are stated at the carrying amounts.

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Ageing of past due are disclosed in the following tables:

2016 Financial Assets Past Due

	Economic Entity					Parent Entity				
	Overdue					Overdue				
	Less than 30 Days	30 - 60 Days	61-90 Days	More than 90 Days	Total	Less than 30 Days	30 - 60 Days	61-90 Days	More than 90 Days	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets										
2016	880	340	34	40	1,294	880	340	34	37	1,291
2015	875	18	48	30	971	875	18	48	-	941

C3-6 Fair Value

All financial assets and liabilities are measured at cost. The market rate of borrowings is notified by the Queensland Treasury Corporation and is calculated using a weighted average rate. For the year ended 30 June 2016, the weighted average borrowing rate was 2.83% (ranging from 2.28% to 3.05%).

	Economic Entity				Parent Entity			
	2016		2015		2016		2015	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value	Carrying Amount	Fair Value	Carrying Amount	Fair Value
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets								
Loans receivable	6,660	6,660	3,307	3,307	6,493	6,647	3,377	3,380
Total	6,660	6,660	3,307	3,307	6,493	6,647	3,377	3,380
Financial Liabilities								
Interest-bearing liabilities	6,493	6,647	3,353	3,353	6,493	6,647	3,352	3,354
Total	6,493	6,647	3,353	3,353	6,493	6,647	3,352	3,354

Refer to note B2 with respect to existing loan arrangements between AQ and SQ.

Loans receivable are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost.

C4 Events Occurring after Balance Date

There are no major events which occurred after 30 June 2016.

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D Performance Compared to Budget

D1 Budget to Actual Comparison – Statement of Comprehensive Income

	Variance Notes	Budget 2016 \$'000	Actual 2016 \$'000	Variance \$'000	Variance % of Budget
Income from Continuing Operations					
Appropriation revenue		215,600	208,474	(7,126)	(3%)
User charges and fees	1	31,756	34,851	3,095	10%
Grants and other contributions	2	364	5,326	4,962	>100%
Other revenue	3	228	2,813	2,585	>100%
Total Income from Continuing Operations		247,948	251,464	3,516	1%
Expenses from Continuing Operations					
Employee expenses		74,963	72,793	(2,170)	(3%)
Supplies and services	4	71,155	77,922	6,767	10%
Grants and subsidies		66,551	62,206	(4,345)	(7%)
Depreciation and amortisation		33,101	33,247	146	0%
Other expenses	5	2,178	5,227	3,049	>100%
Total Expenses from Continuing Operations		247,948	251,395	3,447	1%
Operating Result for the Year		-	69	69	
Other Comprehensive Income					
Increase (decrease) in asset revaluation surplus	6	-	56,639	56,639	
Total Other Comprehensive Income		-	56,639	56,639	
Total Comprehensive Income		-	56,708	56,708	

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Variance Notes – Statement of Comprehensive Income

1. Actual User charges and fees were higher than budget primarily due to additional revenue earned subsequent to budget formation from new customers and increased project work associated with Corporate Administration Agency (CAA) services (\$1.80m), higher than expected utilities revenue collected from managing Arts Queensland (AQ) owned buildings (\$0.50m), higher than anticipated administration fees collected through government advertising spend (\$0.29m), and Advance Queensland Innovation and Investment Summit (AQIIS) ticket sales (\$0.22m). These items represent \$2.81m of the variance.

2. Actual Grants and other contributions were higher than budget primarily due to additional revenue received post budget formation from the Department of Veteran Affairs (DVA) for Anzac legacy projects (\$3.50m), as well as from other government departments for state events (including AQIIS) (\$0.49m), AQ grant programs (\$0.35m) and the Domestic and Family Violence Council Secretariat (\$0.25m). These items represent \$4.59m of the variance.

3. Actual Other revenue was higher than budget primarily due to proceeds from an insurance claim for storm damage at the Cultural Precinct that occurred post budget formation (\$1.43m), recognition of staff and storage costs provided at less than fair value (\$0.95m), and greater than expected interest received from Revolving Film Finance Fund (RFFF) loans (\$0.14m). These items represent \$2.52m of the variance.

4. Actual Supplies and services were higher than budget primarily due to new initiatives occurring post budget for Advance Queensland communication campaign (\$1.43m) and hosting the Far North Queensland Economic Summit (\$1.03m). Further, the department incurred additional costs on State litigation matters associated with the 2011 Floods defence and Queensland Health payroll litigation after budget formation (\$4.15m). These items represent \$6.61m of the variance.

5. Actual Other expenses were higher than budget primarily due to recognising an expense for the return of the DVA Anzac legacy grant of \$3.50m. A condition of the grant agreement was to have this funding expended by 30 June 2016 and this did not occur. An agreement has been obtained with DVA for the grant to be returned to the department in 2016-17.

6. Actual Other comprehensive income was higher than budget due to the revaluation of land, buildings and heritage buildings owned by AQ that was not provisioned for in the original budget. This represents the variance.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2016

D2 Budget to Actual Comparison – Statement of Financial Position

	Variance Notes	Budget 2016 \$'000	Actual 2016 \$'000	Variance \$'000	Variance % of Budget
Current Assets					
Cash and cash equivalents	7	15,120	24,599	9,479	63%
Receivables and loans receivable		7,527	7,277	(250)	(3%)
Inventories		38	22	(16)	(42%)
Prepayments	8	870	1,388	518	60%
Total Current Assets		23,555	33,286	9,731	41%
Non-current Assets					
Receivables and loans receivable	9	130	5,315	5,185	>100%
Intangible assets	10	1,495	2,937	1,442	96%
Property, plant and equipment		700,039	676,739	(23,300)	(3%)
Total Non-current Assets		701,664	684,991	(16,673)	(2%)
Total Assets		725,219	718,277	(6,942)	(1%)
Current Liabilities					
Payables	11	6,171	15,099	8,928	>100%
Interest-bearing liabilities	12	1,782	1,251	(531)	(30%)
Accrued employee benefits	13	2,357	2,823	466	20%
Unearned Revenue		223	699	476	>100%
Total Current Liabilities		10,533	19,872	9,339	89%
Non-current Liabilities					
Interest-bearing liabilities	9	106	5,242	5,136	>100%
Total Non-current Liabilities		106	5,242	5,136	>100%
Total Liabilities		10,639	25,114	14,475	>100%
Net Assets		714,580	693,163	(21,417)	(3%)
Total Equity		714,580	693,163	(21,417)	(3%)

**Department of the Premier and Cabinet
Notes to the Financial Statements
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Variance Notes – Statement of Financial Position

7. Actual Cash and cash equivalents were higher than budget primarily due to money owed to Crown Law for State litigation matters associated with the 2011 Floods defence and Queensland Health Payroll litigation, Department of Veteran Affairs for Anzac Legacy projects, Consolidated Fund for unspent appropriation and outstanding Anzac centenary grants and ANZOG contributions. These items were not included in the original budgeted year end position and represents \$9.00m of the variance.

8. Actual Prepayments were higher than budget primarily due to a change in CAA's software licencing agreements and associated terms that was provisioned for in the original budget. These items were not included in the original budgeted year end position and represents \$0.54m of the variance.

9. Actual Non-current receivable and loans and Non-current interest-bearing liabilities were higher than budget as a result of increased activity from new loans post budget formation due to the amendment of the RFFF guidelines (\$5.11m) as well as minor adjustments to the recognition of rental lease incentives over the life of the property lease (\$0.07m). This represents the variance.

10. Actual Intangible assets were higher than budget primarily due to additional enhancements to the eLegislation and associated website at the Queensland Parliamentary Counsel (\$1.10m) as well as an upgrade to the department's record management system that occurred post budget formation (\$0.34m). This represents the variance.

11. Actual Payables were higher than budget primarily due to amounts outstanding to Crown Law for State litigation matters associated with the 2011 Floods defence and Queensland Health Payroll litigation (\$3.68m), unspent funds to be returned to the Department of Veteran Affairs for Anzac Legacy projects (\$3.50m), appropriation yet to be returned to the Consolidated Fund (\$0.42m) and outstanding Anzac centenary grants (\$0.87m) and ANZOG contributions (\$0.53m). These items were not included in the original budgeted year end position and represents \$9.00m of the variance.

12. Actual Current interest-bearing liabilities and derivatives were lower than budget due to longer repayment terms greater than twelve months associated with the RFFF long term activity post budget formation. This represents the variance.

13. Actual Accrued employee benefits were higher than budget primarily due to the uptake of greater than expected year end salary accruals (\$0.27m) as well as annual leave levies payable to QSuper than higher expected in the published budget (\$0.26m). These items represent \$0.53m of the variance.

**Department of the Premier and Cabinet
Notes to the Financial Statements
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D3 Budget to Actual Comparison – Statement of Cash Flows

	Variance Notes	Budget 2016 \$'000	Actual 2016 \$'000	Variance \$'000	Variance % of Budget
Cash flows from operating activities					
<i>Inflows:</i>					
Departmental services receipts		215,600	206,019	(9,581)	(4%)
User charges	14	31,756	35,208	3,452	11%
Grants and other contributions	15	364	5,029	4,665	>100%
Interest receipts	16	-	137	137	
GST input tax credits from ATO	17	3,864	11,828	7,964	>100%
GST collected from customers	17	378	4,139	3,761	>100%
Other	18	228	2,041	1,813	>100%
<i>Outflows:</i>					
Employee expenses		(74,699)	(72,970)	1,729	2%
Supplies and services		(71,155)	(74,142)	(2,987)	(4%)
Grants and subsidies		(66,551)	(61,182)	5,369	8%
Finance/borrowing costs	16	(83)	(137)	(54)	(65%)
GST paid to suppliers	17	(3,020)	(12,800)	(9,780)	<(100%)
GST remitted to ATO	17	(1,222)	(4,015)	(2,793)	<(100%)
Advances to other agencies		-	(67)	(67)	
Other	19	(2,095)	(863)	1,232	59%
Net cash provided by (used in) operating activities		33,365	38,225	4,860	15%
Cash flows from investing activities					
<i>Inflows:</i>					
Sales of property, plant and equipment		-	2	2	
Receipts from loans	20	-	2,618	2,618	
<i>Outflows:</i>					
Payments for property, plant and equipment	21	(8,877)	(4,085)	4,792	54%
Payments for intangibles	22	(124)	(273)	(149)	<(100%)
Payments for loans	23	-	(5,734)	(5,734)	
Net cash provided by (used in) investing activities		(9,001)	(7,472)	1,529	(17%)
Cash flows from financing activities					
<i>Inflows:</i>					
Equity injections	24	8,423	4,886	(3,537)	(42%)
Borrowings	23	-	5,734	5,734	
<i>Outflows:</i>					
Equity withdrawals		(31,962)	(31,941)	21	0%
Borrowing redemptions	20	(138)	(2,593)	(2,455)	<(100%)
Net cash provided by (used in) financing activities		(23,677)	(23,914)	(237)	1%
Net increase/(decrease) in cash and cash equivalents		687	6,839	6,152	>100%
Net cash transferred resulting from MoG changes		-	-	-	
Cash and cash equivalents at beginning of financial year		14,433	17,760	3,327	23%
Cash and cash equivalents at end of financial year		15,120	24,599	9,479	63%

**Department of the Premier and Cabinet
Notes to the Financial Statements
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Variance Notes – Statement of Cash Flows

14. Actual User charges were higher than budget primarily due to additional receipts subsequent to budget formation from new customers and increased project work associated with CAA services (\$1.80m), increased utilities revenue collected from managing AQ owned buildings (\$0.50m), higher than anticipated administration fees collected through government advertising spend (\$0.29m), and AQIIS ticket sales (\$0.22m).

15. Actual Grants and other contributions were higher than budget primarily due to new receipts received post budget formation from the Department of Veteran Affairs for Anzac legacy projects (\$3.50m), as well as from other government departments for State events (including AQIIS) (\$0.49m), AQ grant programs (\$0.35m) and the Domestic and Family Violence Council Secretariat (\$0.25m).

16. Actual Interest receipts and Finance/borrowing costs were higher than budget primarily due to amended QFFF guidelines post budget formation leading to increased successful loan applications (\$0.14m).

17. Actual GST associated items were higher than budget primarily due to some sub-sections of the department not including GST transactions as part of the 2015-16 Service Delivery Statement budget. A consistent departmental approach has now been applied for the 2016-17 Service Delivery Statement published budget.

18. Actual Other revenue was higher than budget primarily due to proceeds from an insurance claim for storm damage at the Cultural Precinct that occurred post budget formation (\$1.43m) and greater than expected interest received from the RFFF.

19. Actual Other operating payments were lower than budget due to the deferral of some Anzac Centenary Commemoration sponsorship payments into next financial year.

20. Actual Receipts from loans and Borrowing redemptions were higher than budget primarily due to the relatively uncertain nature of activities association with the RFFF at time of budget formation (\$2.46m).

21. Actual Payments for property, plant and equipment were lower than budget primarily as a result of the extended timeframe on procurement processes associated with the critical infrastructure program at the South Bank Cultural Precinct (\$3.09m), delay in constructing the Anzac Legacy Gallery at the Queensland Museum due to the heritage listing of the building (\$1.00m) and payments made for the Security Room OS1 project made in 2014-15 and not as per budget in 2015-16 (\$0.71m). These items represent \$4.80m of the variance.

22. Actual Intangibles were higher than budget primarily due to additional enhancements on eLegislation and the associated website that occurred post budget formation. This represents \$0.149m of the variance.

23. Actual Payments for loans and Borrowings were higher than budget primarily due to amended QFFF guidelines post budget formation leading to increased successful loan applications (\$5.73m).

24. Actual Equity injections were lower than budget primarily due to rephasing of the capital infrastructure program at the South Bank Cultural Precinct over 2015-16 to 2018-19. This represents the variance.

Department of the Premier and Cabinet
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for the year ended 30 June 2016

E Administered Activities

E1 Schedule of Administered Income, Expenses, Assets and Liabilities

E1-1 – 2015-16 Financial Information

	Ministerial Offices and Office of the Leader of the Opposition	Former Governor's Pension	Queensland Family and Child Commission	Arts Queensland (refer to note E1-3)	Total Administered
	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Revenues					
Appropriation revenue	35,211	150	11,569	84,152	131,082
Other revenue	31	-	189	-	220
Total Administered Revenues	35,242	150	11,758	84,152	131,302
Administered Expenses					
Employee expenses	23,556	130	-	-	23,686
Supplies and services	11,304	-	-	-	11,304
Grants and subsidies	-	-	11,569	84,152	95,721
Depreciation and amortisation	227	-	-	-	227
Other expenses	163	-	189	-	352
Total Administered Expenses	35,250	130	11,758	84,152	131,290
Operating Surplus/(Deficit)	(8)	20	-	-	12
Administered Assets					
Current					
Cash and cash equivalents	8,921	98	-	-	9,019
Receivables	517	-	189	-	706
Other current assets	27	-	-	-	27
Total Current Assets	9,465	98	189	-	9,752
Non-current					
Property, plant and equipment	359	-	-	-	359
Total Non-current Assets	359	-	-	-	359
Total Assets	9,824	98	189	-	10,111
Administered Liabilities					
Current					
Payables	961	-	189	-	1,150
Accrued employee benefits	1,033	-	-	-	1,033
Total Current Liabilities	1,994	-	189	-	2,183
Non-current					
Accrued employee benefits	3,000	-	-	-	3,000
Total Non-current Liabilities	3,000	-	-	-	3,000
Total Liabilities	4,994	-	189	-	5,183
Net Administered Assets	4,830	98	-	-	4,928
Total Administered Equity	4,830	98	-	-	4,928

**Department of the Premier and Cabinet
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E1-2 – 2014-15 Financial Information

	Ministerial Offices and Office of the Leader of the Opposition	Former Governor's Pension	Queensland Family and Child Commission	Arts Queensland (refer to note E1-3)	Total Administered
	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Revenues					
Appropriation revenue	40,432	305	9,423	17,806	67,966
Other revenue	34	-	1,111	-	1,145
Total Administered Revenues	40,466	305	10,534	17,806	69,111
Administered Expenses					
Employee expenses	27,233	275	-	-	27,508
Supplies and services	12,898	-	-	-	12,898
Grants and subsidies	-	-	10,534	17,806	28,340
Depreciation and amortisation	226	-	-	-	226
Other expenses	109	3	-	-	112
Total Administered Expenses	40,466	278	10,534	17,806	69,084
Operating Surplus/(Deficit)	-	27	-	-	27
Administered Assets					
Current					
Cash and cash equivalents	6,312	233	-	-	6,545
Receivables	3,478	-	-	-	3,478
Other current assets	22	-	-	-	22
Total Current Assets	9,812	233	-	-	10,045
Non-current					
Property, plant and equipment	568	-	-	-	568
Total Non-current Assets	568	-	-	-	568
Total Assets	10,380	233	-	-	10,613
Administered Liabilities					
Current					
Payables	902	-	-	-	902
Accrued employee benefits	959	155	-	-	1,114
Total Current Liabilities	1,861	155	-	-	2,016
Non-current					
Accrued employee benefits	3,681	-	-	-	3,681
Total Non-current Liabilities	3,681	-	-	-	3,681
Total Liabilities	5,542	155	-	-	5,697
Net Administered Assets	4,838	78	-	-	4,916
Total Administered Equity	4,838	78	-	-	4,916

**Department of the Premier and Cabinet
Notes to the Financial Statements
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E1-3 Grants and subsidies administered by Arts Queensland were paid to following entities

	2016	2015
	\$'000	\$'000
Queensland Art Gallery	29,530	7,211
Queensland Museum	24,090	5,481
Queensland Performing Art Trust	9,330	2,014
Queensland Theatre Company	2,600	650
Screen Queensland	18,602	2,450
Total Grants and subsidies administered by Arts Queensland	84,152	17,806

E1-4 Reconciliation of Payments from Consolidated Fund to Administered Revenue

Budgeted appropriation	126,420	56,591
Transfers from/(to) other departments	-	17,745
Transfers from/(to) other headings	7,738	-
Lapsed appropriation	-	(9,446)
Total Administered Receipts	134,158	64,890
Plus: Closing balance of departmental services revenue receivable	-	3,076
Less: Opening balance of departmental services revenue receivable	(3,076)	-
Plus: Closing balance of unearned departmental services revenue	(189)	-
Net Administered Appropriation Revenue	130,893	67,966
Plus: Deferred appropriation refundable to Consolidated Fund (expenses)	189	2,455
Appropriation Revenue recognised in the Statement of Comprehensive Income	131,082	70,421

E1-5 Significant Accounting Policy

Relevant significant accounting policies for Administered activities are in line with those stated under the Reporting Entity's notes to the Financial Statements.

**Department of the Premier and Cabinet
Notes to the Financial Statements
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E2 Budget to Actual Comparison – Administered Activities

E2-1 Income and Expenses

	Variance Notes	Budget 2016 \$'000	Actual 2016 \$'000	Variance \$'000	Variance % of Budget
Administered Revenues					
Appropriation revenue	1	126,420	131,082	4,662	4%
Other revenue	2	-	220	220	
Total Administered Revenues		126,420	131,302	4,882	4%
Administered Expenses					
Employee expenses		24,894	23,686	(1,208)	(5%)
Supplies and services	3	12,563	11,304	(1,259)	(10%)
Grants and subsidies	4	88,550	95,721	7,171	8%
Depreciation and amortisation	5	308	227	(81)	(26%)
Other expenses	6	105	352	247	>100%
Total Administered Expenses		126,420	131,290	4,870	4%
Operating Surplus/(Deficit)		-	12	12	

Variance Notes – Administered Activities (Income and Expenses)

1. Actual Appropriation revenue was higher than budget primarily due to the provision of additional funding post budget formation for Screen Queensland to grow a pipeline of large scale film and high end television productions in Queensland (\$5.00m), employee enterprise bargaining arrangements at statutory bodies (\$1.88m), collection management and research function at the Queensland Museum (\$1.30m) and the transfer of funding for the Queensland Family Child Commission's (QFCC) Strengthening the Sector strategy from the Department of Communities (\$0.29m). This increase has been partially offset by the lapse of unspent funding within Ministerial Offices and Office of the leader of the Opposition (\$3.28m) and deferred QFCC funding into 2016-17 for the public education campaign, Phase 2 of the QFCC web redevelopment and priority research projects (\$0.59m). These items represent \$4.6m of the variance.

2. Actual Other revenue was higher than budget primarily due to the return of grant payments made to the QFCC to undertake the community education work packages post budget formation. The program of work will continue to progress in 2016-17 (\$0.19m).

3. Actual Supplies and services were lower than budget primarily due to ministerial cost reductions on office expenditure. This represents the variance.

4. Actual Grants and subsidies were higher than budget primarily due to the provision of additional funding post budget formation for Screen Queensland to grow a pipeline of large scale film and high end television productions in Queensland (\$5.00m), employee enterprise bargaining arrangements at statutory bodies (\$1.11m), collection management and research function at the Queensland Museum (\$1.30m) and the transfer of funding for the Queensland Family Child Commission's (QFCC) Strengthening the Sector strategy from the Department of Communities (\$0.29m). This increase has been partially offset deferred QFCC funding into 2016-17 for the public education campaign, Phase 2 of the QFCC web redevelopment and priority research projects (\$0.59m). These items represent \$7.11m of the variance.

5. Actual Depreciation and amortisation is lower than budget primarily due to postponing the replacement of assets until ministerial offices relocate to 1 William Street in October 2016. This represents the variance.

6. Actual Other expenses were higher than budget primarily due to administered appropriation payable to the consolidated fund associated with QFCC's community education work packages (\$0.19m), as well as unbudgeted insurance costs (\$0.01m), the recognition of non-cash donations (\$0.02m) and greater than anticipated internal allocation of audit fees (\$0.02m) to Ministerial Offices and Leader of the Opposition.

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E2-2 Assets and Liabilities

	Variance Notes	Budget 2016 \$'000	Actual 2016 \$'000	Variance \$'000	Variance % of Budget
Administered Assets					
Current					
Cash and cash equivalents	7	6,884	9,019	2,135	31%
Receivables	8	516	706	190	37%
Other current assets		38	27	(11)	(29%)
Total Current Assets		7,438	9,752	2,314	31%
Non-current					
Property, plant and equipment	9	738	359	(379)	(51%)
Total Non-current Assets		738	359	(379)	(51%)
Total Assets		8,176	10,111	1,935	24%
Administered Liabilities					
Current					
Payables	10	662	1,150	488	74%
Accrued employee benefits	11	838	1,033	195	23%
Total Current Liabilities		1,500	2,183	683	46%
Non-current					
Accrued employee benefits	12	1,785	3,000	1,215	68%
Total Non-current Liabilities		1,785	3,000	1,215	68%
Total Liabilities		3,285	5,183	1,898	58%
Net Administered Assets		4,891	4,928	37	1%
Total Administered Equity		4,891	4,928	37	1%

Variance Notes – Administered Activities (Assets and Liabilities)

7. Actual Cash and cash equivalents were higher than budget primarily due to increased provisioning post budget formation for employee liabilities for ministerial offices in accordance with standard employment conditions (\$1.28m) as well as higher than expected operating payables (\$0.30m) and accrued wages (\$0.24m) at year end. Further ministerial offices have a build-up of cash due to postponing the replacement of information and technology assets until the relocation to 1 William Street in October.

8. Actual Receivables were higher than budget primarily due to unspent grant funding to be returned from QFCC associated with community education work packages (\$0.19m).

9. Actual Property, plant and equipment was lower than budget due to postponing the replacement of information and technology assets until ministerial offices relocate to 1 William Street in October 2016. This represents the variance.

10. Actual Payables were higher than budget primarily due to appropriation to be returned to the consolidated fund associated with QFCC's community education work packages (\$0.19m) and higher than expected general operating payables associated with ministerial offices at year end (\$0.30m).

11. Actual current employee benefits were higher than budget primarily due to higher than expected accrued wages and leave entitlements at year end (\$0.13m) and a change in variable components post budget formation used to calculate severance benefits for ministerial office employees (\$0.06M).

12. Actual non-current employee benefits were higher than budget primarily due to a change in variable components post budget formation used to calculate severance benefits for ministerial office employees. This represents the variance.

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F Additional Information

F1 Objectives and Principal Activities of the Department

The Department of the Premier and Cabinet's vision is that "we make a real and tangible difference today, and our contributions will be recognised by future generations".

Key objectives for the department during 2015-16 as outlined in the 2015-19 Strategic Plan were to:

- Support the Premier to set the strategic direction of the Queensland Government
- Ensure the effective development, coordination and implementation of policy
- Build confidence in government
- Deliver outstanding results and value-for-money for Queenslanders
- Provide leading insight, advice and services
- Attract and retain talented and diverse workforce.

The department's strategic plan has since been reviewed and the 2016-20 Strategic Plan including revised objectives can be obtained from www.premiers.qld.gov.au.

The major services delivered by the department are as follows:

- Policy Advice, Coordination and Cabinet Support Service: provides detailed briefings to the Premier on policy, from design and development through to coordination and implementation. It coordinates a broad range of whole-of-government activities and provides advice on the operation of Cabinet and its related processes, including administration of all Cabinet information, custodianship of the Cabinet record from current and previous governments and direct logistical support.
- Government Executive Support Service: provides policy and operational advice and support to the Premier in relation to executive government and machinery of government matters, support to the administration of business before Executive Council, and provides support services to Ministerial Offices and the Leader of the Opposition. In addition, it leads whole-of-government sponsorships and communication activities and manages and coordinates events including the Anzac Centenary commemoration program, State occasions, official visits and functions.
- Legislative Drafting and ePublishing Service: provides high quality drafting and e-Publishing services for Queensland legislation.
- The Public Sector Renewal Service: provided advice on the implementation of the whole-of-government renewal plan, which incorporated the Government's response to the Commission of Audit. The service also provided advice to the Premier and Cabinet on opportunities to develop markets and encourage greater innovation in the delivery of government services. The service worked closely with departments, the private sector and non-government organisations to enhance their understanding of contestability and renewal and to assist them in building capability to engage effectively in potential partnerships with government. This service was dissolved upon the change in government in March 2015.
- Arts Queensland Service: manages investment programs that support individual artists and arts and cultural organisations; capital infrastructure that provides public spaces for arts production and engagement; maintains Queensland's Premier cultural assets; and provides arts and cultural policy and strategy advice to the Queensland Government.
- Corporate Administration Agency: provides corporate services to Queensland public sector entities that are principally small to medium statutory bodies. The CAA charges customers on a full cost recovery basis with fees to the customers being based upon their relative usage of the resources used by the CAA to deliver the service.

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F2 Key Management Personnel

F2-1 Details of Key Management Personnel

The following details for key management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2015-16 and 2014-15. Further information on these positions can be found in the body of the Annual Report.

Position	Responsibilities
Director-General	The Director-General leads the efficient, effective and economic administration of the Department of the Premier and Cabinet.
Deputy Director-General, Policy	The Deputy Director-General Policy leads policy advice and facilitates the development of evidence-based policy advice and coordination for the Premier and Cabinet to drive change across government. The Deputy Director-General Policy provides detailed briefings to the Premier on policy, from design and development through to coordination and implementation.
Deputy Director-General, Corporate and Government Services (formerly the Chief Operating Officer)	The Deputy Director-General Corporate and Government Services leads the delivery of corporate and government services by the Department of the Premier and Cabinet.
Deputy Director-General, Strategic Policy and Engagement (formerly Strategic Policy and Intergovernmental Relations)	The Deputy Director-General Strategy and Engagement, leads, directs and coordinates policy at a strategic level, supplies executive management support to the Director-General in developing and coordinating strategic policy across government and is responsible for supporting Intergovernmental relations between the Commonwealth and the State. Strategy and Engagement Division also leads whole-of-government sponsorships and communication activities as well as manages and coordinates events including State occasions, official visits and functions.
Deputy Director-General, Arts Queensland	The Deputy Director-General is responsible for the efficient, effective and economic administration of Arts Queensland.
Queensland Parliamentary Counsel	The Queensland Parliamentary Counsel leads the efficient, effective and economic administration of the Office of the Queensland Parliamentary Counsel.
Cabinet Secretary	The Cabinet Secretary provides Cabinet support for the Premier and Cabinet and Cabinet-related activities across government. The Cabinet Secretary coordinates the operation of Cabinet and its related processes, including administration of all Cabinet information, custodianship of the Cabinet record from current and previous governments and direct logistical support for Cabinet and Community Cabinet meetings.
General Manager, Corporate Services (26 Feb 16)*	The General Manager Corporate Services is responsible for delivering contemporary, fit for purpose, high quality, value for money corporate services to the Department of the Premier and Cabinet.
General Manager, Government Services (29 Feb 16)*	The General Manager Government Services leads and is responsible for delivering high quality advice, services and policy options to the Premier and the Department in relation to constitutional and legal matters and ministerial services. Government Services also leads and coordinates the Anzac Centenary Coordination unit.
General Manager, Public Sector Renewal (16 Mar 15)*	The General Manager Public Sector Renewal provides strategic leadership and direction to enhance stakeholder relationships across government and is responsible for driving renewal initiatives to final implementation.
Senior Executive Director, Social Policy (18 Jan 16)*	The Senior Executive Director Social Policy provides strategic leadership, direction, and co-ordination on social policy issues and provides executive management support to the Director-General in developing and coordinating strategic social policy across government.
Senior Executive Director, Economic Policy (18 Jan 16)*	The Senior Executive Director Economic Policy provides strategic leadership, direction, and co-ordination on economic policy issues and provides executive management support to the Director-General in developing and coordinating strategic economic policy across government.

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Position	Responsibilities
Senior Executive Director, Office of the Director General (10 Aug 15)*	The Senior Executive Director manages the Office of the Director General.

*Position no longer forms part of the Corporate Governance Group. Accordingly no remuneration beyond this date has been stated in the Key Management Personnel Performance Remuneration Expense (note E2-4)

F2-2 Remuneration Policies

Remuneration for the department's key management personnel is set by the Queensland Public Service Commission as provided under the *Public Service Act 2008*. Individual remuneration and other terms of employment (including motor vehicle entitlements and performance payments if applicable) are specified in employment contracts.

Remuneration expenses for key management personnel comprise the following components:

1. Short term employee expenses which include:
 - salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee was a key management person;
 - performance payments recognised as an expense during the year; and
 - non-monetary benefits - consisting of provision of a carpark together with fringe benefits tax applicable to the benefit.
2. Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
3. Post-employment expenses include amounts expensed in respect of employer superannuation obligations.
4. Termination benefits are not included within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.
5. The mutually agreed terms for separation of the former Director-General considered all relevant clauses of their contract. The payment for the former Director-General's separation was determined prior to 30 June 2015 and is included in KMP remuneration expenses for 2014-15.

F2-3 Key Management Personnel Performance Pay

There were no performance payments in 2015-16.

The remuneration package for the Director-General does not provide for any performance or bonus payments.

The remuneration package for the former Director-General provided for performance payments (also known as an "At Risk" component) to be made conditional on the achievement of objectives that were documented in that position's performance agreement. The basis for payment was subject to a rigorous and independent assessment of those performance objectives and agreed KPIs being achieved, culminating in recommendations to the Premier. The Premier retained ultimate discretion as to whether payment of the "at risk" component was paid, including the amount payable. The former Director-General became entitled to receive a performance payment in respect of the 2013-14 year following authorisation by the former Premier. A total of \$98,973 was paid on 17 October 2014 to the former Director-General.

F2-4 Key Management Personnel Performance Remuneration Expense

The following disclosures focus on the expenses incurred by the department that is attributable to key management positions during the respective reporting periods. Therefore, the amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income.

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Position (Classification)	Appointment Term		Employee Expenses						Total
	Start	End	Financial Year	Short-Term		Long-Term	Post	Termin.	
				Monetary \$'000	Non-Monetary \$'000				
Director-General (CEO) ¹	07 May 15	-	2015-16	649	-	12	77	-	738
Director-General (CEO) ¹	26 Mar 12	15 Mar 15	2014-15	205	-	4	22	-	231
Deputy Director-General Policy (CEO) ³	18 Jan 16	-	2014-15	705	2	8	51	287	1,053
Deputy Director-General Policy (CEO) ³	16 Sep 13	20 Mar 15	2015-16	145	-	3	12	-	160
Deputy Director-General Policy (CEO) ³	02 Jan 16	-	2014-15	238	-	5	26	-	269
Queensland Parliamentary Counsel (CEO) ²	25 Feb 10	03 Jan 16	2015-16	148	-	3	18	-	169
Queensland Parliamentary Counsel (CEO) ²	11 Aug 15	-	2015-16	233	-	2	20	7	262
Deputy Director-General Strategy and Engagement/ formerly Deputy Director-General Strategic Policy and Intergovernmental Relations (SES4) ²	08 Dec 14	10 Aug 15	2014-15	346	-	7	40	-	393
Deputy Director-General Strategy and Engagement/ formerly Deputy Director-General Strategic Policy and Intergovernmental Relations (CEO) ²	27 Jan 16	-	2015-16	213	-	4	19	-	236
Deputy Director-General Corporate and Government Services (SES4) ²	11 Mar 15	26 Jan 16	2015-16	36	-	1	4	-	41
Deputy Director-General Corporate and Government Services/ formerly Chief Operating Officer (SES4) ²	16 Sep 13	10 Mar 15	2014-15	286	-	5	31	-	322
Chief Operating Officer and Deputy Director-General Public Sector Renewal (CEO) ²	12 Aug 13	-	2015-16	118	-	2	9	-	129
Deputy Director-General Arts Queensland (SES4) ²	03 Feb 14	18 Jan 16	2015-16	178	-	3	23	-	204
Senior Executive Director Social Policy (SES4) ²	03 Feb 14	18 Jan 16	2014-15	111	-	1	4	-	116
Senior Executive Director Economic Policy (SES4) ²	29 Jun 15	-	2014-15	241	-	4	27	-	272
Cabinet Secretary (SES3) ²	05 May 14	26 Feb 16	2015-16	218	-	5	25	-	248
General Manager Corporate Services (SES3) ²	14 Jul 14	29 Feb 16	2014-15	85	-	2	9	-	96
General Manager Government Services (SES3) ²	10 Mar 14	16 Mar 15	2015-16	149	-	3	17	-	169
General Manager Public Sector Renewal (SES3) ²	07 Oct 14	10 Aug 15	2014-15	234	-	5	25	-	264
Senior Executive Director Office of the Director-General (SES3) ²			2015-16	116	-	2	14	-	132
Total Remuneration			2014-15	239	-	5	25	-	269
			2014-15	242	-	4	24	-	270
			2015-16	266	-	3	16	123	408
			2014-15	217	-	4	24	-	245
			2015-16	120	-	2	14	-	136
			2014-15	226	-	4	24	-	254
			2014-15	152	-	3	15	-	170
			2015-16	21	-	-	2	-	23
			2014-15	117	-	2	12	-	131
			2015-16	2,852	0	49	294	130	3,325
			2014-15	3,402	2	59	335	287	4,085

¹ Appointment Authority - s92 Public Service Act 2008 | ² Appointment Authority - s122 Public Service Act 2008 | ³ Appointment Authority - s14 Legislative Standards Act 1992

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F3 Basis of Financial Statement Preparation

F3-1 General Information

The Department of the Premier and Cabinet is a Queensland Government Department established under the *Public Service Act 2008*. The department is controlled by the State of Queensland which is the ultimate parent. The head office and principal place of business of the department is 100 George Street, Brisbane QLD 4000.

These financial statements cover the Department of the Premier and Cabinet and are authorised for issue by the Director-General and the Chief Finance Officer at the date of signing the Management Certificate. For information in relation to the department's financial report please call (07) 3003 9218, email premiers.master@premiers.qld.gov.au or visit the departmental internet site www.premiers.qld.gov.au

F3-2 Compliance with the Prescribed Requirements

The Department of the Premier and Cabinet has prepared these financial statements:

- In compliance with section 42 of the *Financial and Performance Management Standard 2009*
- In accordance with Australian Accounting Standards, with focus on not-for-profit entities requirements
- In accordance with Queensland Treasury Minimum Reporting Requirements
- On an accrual basis.

F3-3 Presentation

Amounts included in the financial statements are in Australian dollars and rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero. Amounts shown in these financial statements may not add to the correct sub-totals or totals due to rounding.

Comparative information reflects the audited 2014-15 financial statements.

Assets and Liabilities are classified as either 'current' or 'non-current' in the Balance Sheet and associated notes.

The historical cost convention is used unless fair value is stated as the measurement basis.

F3-4 Taxation

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the department. Any GST credits receivable from, or GST payable to the ATO, are recognised in note B2.

F3-5 The Reporting Entity

The parent entity financial statements include the department, Arts Queensland (AQ) and Corporate Administration Agency (CAA). Controlled and associated entities are as outlined as below.

Controlled Entities:

- o Screen Queensland Pty Ltd (SQ) is a company, incorporated in the State of Queensland, limited by shares held beneficially by the State of Queensland. Its principal activities during the course of the year were the facilitation of the development, promotion and enhancement of the film production industry, and film culture and presentation of film and film-related events in Queensland. The share capital of SQ consists of one fully paid share to the value of \$10 and is held by the State of Queensland.
- o The Aboriginal Centre for the Performing Arts Pty Ltd (ACPA) is a registered training company that delivers accredited training to indigenous and non-indigenous persons in various performing arts courses. The share capital of ACPA consists of 2 ordinary shares of \$1 each, fully paid, and held by the State of Queensland.
- o Queensland Music Festival Pty Ltd (QMF) was established and incorporated in the State of Queensland as a non-profit company "to produce and promote a biennial Queensland festival of music which achieves both international excellence and accessibility for Queenslanders from all walks of life".

The share capital of QMF consists of 2 ordinary shares of \$1 each, fully paid, and are held by the State of Queensland.

Associated Entities:

- o Major Brisbane Festivals Pty Ltd (MBF) incorporating Brisbane Festival is jointly owned by the State of Queensland and Brisbane City Council and aims to position Brisbane as a key festival destination. The State of Queensland, through the department, and the Brisbane City Council each hold 50% of the shares

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of the MBF. It has been determined that the department does not have control over the financial or operating policies through voting rights or board membership of the entity. However, due to funding arrangements for the entity, the department has significant influence. The share capital of MBF consists of 2 ordinary shares of \$1 each, fully paid.

Consolidated Economic Entity financial statements include SQ only. All other entities are considered immaterial and have not been consolidated or recognised under equity accounting as they would not materially affect the reported financial position and operating result of the Economic Entity.

Each controlled and associated entity is a reporting entity in its own right and the audited financial statements are included in their respective annual reports. A summary of the latest audited financial transactions and balances for controlled and associated entities are shown below in figure 1.

Figure 1: Audited Financial Transactions and Balances

	SQ 30 Jun 2016 \$'000 Audited ¹	QMF 30 Sep 2015 \$'000 Audited ²	ACPA 30 Jun 2015 \$'000 Audited ¹	MBF 31 Dec 2015 \$'000 Audited ³
Revenue	20,420	5,094	1,486	16,860
Expenses	15,663	5,772	1,870	16,838
Net Surplus/(Deficit)	4,757	(678)	(384)	22
Assets	18,846	545	981	2,277
Liabilities	7,189	262	76	1,182
Net Assets	11,657	283	905	1,095

Audited by:

¹ Queensland Audit Office | ² Integrated Audit Services | ³ BDO Audit Pty Ltd

F3-6 Accounting Estimates and Judgements

Reference should be made to the respective notes for more information on critical judgements, estimates and assumptions about the estimation of uncertainty and the potential this could have to materially impact on the carrying amount of the department's assets and liabilities in the next reporting period. These are as follows:

- Note B3-2 Intangible Assets. Amortisation expense, measurement and impairment
- Note B4-4 Property, plant and equipment. Measurement using fair value
- Note B4-5 Property, plant and equipment. Depreciation expense
- Note B4-6 Property, plant and equipment. Impairment.

F3-7 Machinery-of-Government Transfers

As a result of the Public Service Departmental Arrangements Notice (no.1) 2015, dated 16 February 2015, the responsibility of AQ and CAA were transferred into the department from the former Department of the Science, Information Technology and Innovation and the Arts. In accordance with the Financial Accountability Act, AQ and CAA transactions were only recorded from the 1 March 2015. Therefore, comparative 2014-15 information presented in the financial statements reflects only the four months of transactions that they were part of the department.

F3-8 Accounting Standards Early Adopted for 2015-16

Two Australian Accounting Standards have been early adopted for the 2015-16 year as required by Queensland Treasury. These are:

1. *AASB 2015-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101 [AASB 7, AASB 101, AASB 134 & AASB 1049]*

The amendments arising from this standard seek to improve financial reporting by providing flexibility as to the ordering of notes, the identification and location of significant accounting policies and the presentation of sub-totals, and provides clarity on aggregating line items. It also emphasises only including material disclosures in the notes. The department has applied this flexibility in preparing the 2015-16 financial statements, including co-locating significant accounting policies with the related breakdowns of financial statement figures in the notes.

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2. *AASB 2015-7 Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities [AASB 13]*

This standard amends AASB 13 *Fair Value Measurement* and provides relief to not-for-profit public sector entities from certain disclosures about property, plant and equipment that is primarily held for its current service potential rather than to generate future net cash inflows. The relief applies to assets under AASB 116 *Property, Plant and Equipment* which are measured at fair value and categorised within Level 3 of the fair value hierarchy.

As a result, the following disclosures are no longer required for those assets. In early adopting the amendments, the following disclosures have been removed from the 2015-16 financial statements:

- o disaggregation of certain gains/losses on assets reflected in the operating result;
- o quantitative information about the significant unobservable inputs used in the fair value measurement; and
- o a description of the sensitivity of the fair value measurement to changes in the unobservable inputs.

No new Australian Accounting Standards effective for the first time in 2015-16 had any material impact on this financial report and the department did not voluntarily change any of its accounting policies during 2015-16.

F3-9 Future Impact of Accounting Standards Not Yet Effective

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future commencement dates are set out below:

AASB 124 Related Party Disclosures

Effective from reporting periods beginning on or after 1 July 2016, a revised version of AASB 124 will apply to the department. AASB 124 requires disclosures about the remuneration of key management personnel (KMP), transactions with related parties, and relationships between parent and controlled entities.

The department already discloses detailed information about remuneration of its KMP (refer to note E2), based on Queensland Treasury's Financial Reporting Requirements for Queensland Government Agencies. Due to the additional guidance about the KMP definition in the revised AASB 124, the department will disclose the Premier as part of its KMP from 2016-17. The department does not provide remuneration to the Premier, so figures for the Premier's remuneration will not be disclosed by the department. Comparative information will continue to be disclosed in respect of KMP remuneration.

The most significant implications of AASB 124 for the department are the required disclosures about transactions between the department and its related parties (as defined in AASB 124). For any such transactions, from 2016-17, disclosures will include the nature of the related party relationship, as well as information about those transactions' terms/conditions and amounts, any guarantees given/received, outstanding receivables/ payables, commitments, and any receivables where collection has been assessed as being doubtful. In respect of related party transactions with other Queensland Government controlled entities, the information disclosed will be more high level, unless a transaction is individually significant. No comparative information is required in respect of related party transactions in the 2016-17 financial statements.

AASB 15 Revenue from Contracts with Customers

This Standard will become effective from reporting periods beginning on or after 1 January 2018 and contains much more detailed requirements for the accounting for certain types of revenue from customers. Depending on the specific contractual terms, the new requirements may potentially result in a change to the timing of revenue from sales of the department's goods and services, such that some revenue may need to be deferred to a later reporting period to the extent that the department has received cash but has not met its associated obligations (such amounts would be reported as a liability (unearned revenue) in the meantime). The department is yet to complete its analysis of current arrangements for sale of its goods and services, but at this stage does not expect a significant impact on its present accounting practices.

AASB 9 Financial Instruments and AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)

These Standards will become effective from reporting periods beginning on or after 1 January 2018. The main impacts of these standards on the department are that they will change the requirements for the classification, measurement, impairment and disclosures associated with the department's financial assets. AASB 9 will introduce different criteria for whether financial assets can be measured at amortised cost or fair value.

The department has commenced reviewing the measurement of its financial assets against the new AASB 9 classification and measurement requirements. However, as the classification of financial assets at the date of initial application of AASB 9 will depend on the facts and circumstances existing at that date, the department's conclusions will not be confirmed until closer to that time. At this stage, and assuming no

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change in the types of transactions the department enters into, all of the department's financial assets are expected to be measured at fair value. In the case of the department's current receivables, as they are short-term in nature, the carrying amount is expected to be a reasonable approximation of fair value. Changes in the fair value of those assets will be reflected in the department's operating result.

All other Australian accounting standards and interpretations with future commencement dates are either not applicable to the department's activities, or have no material impact on the department.

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Certificate of the Department of the Premier and Cabinet

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 42 of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1) (b) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;
- b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of the Premier and Cabinet for the financial year ended 30 June 2016 and of the financial position of the department at the end of that year; and
- c) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



Dave Stewart
Director-General

29 August 2016



Justin Muller FCPA
Chief Finance Officer

29 August 2016

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of the Premier and Cabinet

Report on the Financial Report

I have audited the accompanying financial report of the Department of the Premier and Cabinet, which comprises the statement of financial position and statement of assets and liabilities by major departmental services and SSPs as at 30 June 2016, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental services and SSPs for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificates given by the Director-General and the Chief Finance Officer of the Department and the consolidated entity comprising the Department and the entities it controlled at the year's end or from time to time during the financial year.

The Accountable Officer's Responsibility for the Financial Report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Accountable Officer's responsibility also includes such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Opinion

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
 - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
 - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Department of the Premier and Cabinet and the consolidated entity for the financial year 1 July 2015 to 30 June 2016 and of the financial position as at the end of that year.

Other Matters - Electronic Presentation of the Audited Financial Report

Those viewing an electronic presentation of these financial statements should note that audit does not provide assurance on the integrity of the information presented electronically and does not provide an opinion on any information which may be hyperlinked to or from the financial statements. If users of the financial statements are concerned with the inherent risks arising from electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.



A M GREAVES FCA FCPA
Auditor-General of Queensland



Queensland Audit Office
Brisbane

Boards and committees

Queensland Advisory Committee for the Commemoration of the Anzac Centenary (QACCAC)

Act or instrument QACCAC is established administratively with members appointed by letter from the Minister Assisting the Premier or Chair.

Functions The role of QACCAC is to oversee the program of activities for the Centenary of the First World War across Queensland and to ensure the contribution made by Queenslanders is recognised with appropriate honour and dignity. The committee provides advice to the Premier on how Queensland will commemorate the Anzac Centenary between 2014 and 2018.

Achievements

- Reviewed and made recommendations on key elements of Queensland's Centenary program, such as multimillion dollar legacy projects and a forward plan of key commemorative events.
- Advised on applications for the Queensland Anzac Centenary community grants program and sponsorship applications for numerous major commemorative events.
- Represented the QACCAC and the Queensland Government at 2016 Anzac Day events, at international commemorative events—including the debut of Gallipoli Symphony, 100th anniversary of the Battle of Lone Pine commemoration (Turkey) and unveiling of the Hinkler Ring Memorial Monument (Tuscany, Italy)—and at events and project launches for community activities that received funding from Queensland's Anzac Centenary commemoration program.

Financial reporting QACCAC costs are contained within the department's financial statements.

Remuneration

Position	Name	Meetings/ sessions/ attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Andrew Craig	4	N/A	N/A	\$0
Member	Turgut Allahmanli	2	N/A	N/A	\$0
Member	Chris Austin	1	N/A	N/A	\$0
Member	Leanne Cameron	1	N/A	N/A	\$0
Member	Stewart Cameron	4	N/A	N/A	\$0
Member	Sonia Cooper	2	N/A	N/A	\$0
Member	Ross Eastgate	3	N/A	N/A	\$0
Member	Alex Garlin	3	N/A	N/A	\$0
Member	Andrew King	4	N/A	N/A	\$0
Member	Darryl Neild	3	N/A	N/A	\$0
Member	Paul McLachlan	1	N/A	N/A	\$0
Member	Suzanne Miller	1	N/A	N/A	\$0

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Member	Danny O’Kearney	4	N/A	N/A	\$0
Member	Bradley Saunders	3	N/A	N/A	\$0
Member	Stephan Bohnen	2	N/A	N/A	\$0
Ex officio member	Brad Cordery	4	N/A	N/A	\$0
Ex officio member	Tim Herbert	2	N/A	N/A	\$0
Ex officio member	Filly Morgan	2	N/A	N/A	\$0
No. scheduled meetings/sessions	4				
Total out-of-pocket expenses	\$8999	Note that this figure includes \$4355 of expense claims from previous financial year.			

Queensland Veterans' Advisory Council (QVAC)

Act or instrument The Council is established administratively with members appointed by letter from the Premier.

Functions The role of QVAC is to provide a forum for the Queensland veterans' community to communicate directly with the highest levels of the Queensland Government. QVAC meets biannually to provide advice to the state government on matters relating to veterans and to promote the wellbeing of veterans in Queensland.

Achievements

- Introduced a web portal on the Queensland Government website providing links on support and services for ex-service personnel.
- Consulted and met with numerous Queensland veterans' organisations and equivalent advisory bodies in other states and territories.
- Considered initiatives in support of the veterans' community and input from the broader Queensland veterans' community.
- Regularly engaged and consulted with the Assistant Minister of State Assisting the Premier.

Financial reporting QVAC costs are contained within the department's financial statements.

Remuneration

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	Danny O'Kearney	1	N/A	N/A	\$0
Member	Edward Chitham	0	N/A	N/A	\$0
Member	Andrew Craig	1	N/A	N/A	\$0
Member	Chris Hamilton	1	N/A	N/A	\$0
Member	Ben Roberts-Smith	1	N/A	N/A	\$0
Member	Chris Richards	1	N/A	N/A	\$0
Member	Peter Ryan	0	N/A	N/A	\$0
Member	Robert Shortridge	1	N/A	N/A	\$0
Member	Ann Stephenson	0	N/A	N/A	\$0
Member	Helen Strange	1	N/A	N/A	\$0
Member	Ron Strong	1	N/A	N/A	\$0
Ex officio member	Brad Cordery	1	N/A	N/A	\$0
Ex officio member	Leanne Cameron	1	N/A	N/A	\$0
Ex officio member	Tim Herbert	1	N/A	N/A	\$0
Ex officio member	Filly Morgan	0	N/A	N/A	\$0
No. scheduled meetings/sessions	1				
Total out-of-pocket expenses	\$7071				

Queensland Social Cohesion Implementation Committee

Act or instrument The Committee is established administratively with members appointed by letter from the Premier.

Functions The role of the Queensland Social Cohesion Implementation Committee is to provide advice to the Government on: the development of an action plan for Queensland and related strategies and responses; to strengthen social cohesion and resilience and reduce the risk of anti-social behaviours and behaviours that may lead to violence or physical harm to others; and communication approaches for promoting diversity and social cohesion across Queensland communities.

Achievements In June 2016, the Committee was appointed and held its inaugural meeting.

Financial reporting The Committee's costs are contained within the department's financial statements.

Remuneration

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	Scott Stewart	1	N/A	N/A	\$0
Deputy Chairperson	Lesley Chenoweth	0	N/A	N/A	\$0
Member	Josephine Aufai	1	N/A	N/A	\$0
Member	Mary Bartlett- Johnston	1	N/A	N/A	\$0
Member	Adrian Cherney	1	N/A	N/A	\$0
Member	Petero Civoniceva	1	N/A	N/A	\$0
Member	Venessa Curnow	1	N/A	N/A	\$0
Member	Gail Ker	0	N/A	N/A	\$0
Member	Fahim Khondaker	1	N/A	N/A	\$0
Member	Prudence Melom	1	N/A	N/A	\$0
No. scheduled meetings/sessions	1				
Total out-of-pocket expenses	\$0				

Domestic and Family Violence Implementation Council

Act or instrument	The Council is established administratively with members appointed by letter from the Premier. Establishment of Council is in accordance with Not Now, Not Ever report, recommendation 3.
Functions	The role of the Domestic and Family Violence Implementation Council is to act as an oversight and advocacy body for the implementation of recommendations of the Not Now, Not Ever report and the Domestic and Family Violence Prevention Strategy.
Achievements	Since its establishment on 1 December 2015, the Council has conducted four meetings involving a range of stakeholders, including a two-day regional visit to Mount Isa.
Financial reporting	The Council's costs are contained within the department's financial statements.

Remuneration

Position	Name	Meetings attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received *
Chair	Quentin Bryce	4	\$390 daily	N/A	\$0 **
Deputy Chair	Lance Hockridge	3	\$300 daily	N/A	\$0 **
Member	Kathleen Baird	3	\$300 daily	N/A	\$1500
Member	Faiza El-Higzi	2	\$300 daily	N/A	\$600
Member	Lachlan Heywood	4	\$300 daily	N/A	\$1350
Member	Denise Kostowski	4	N/A	N/A	\$0 ***
Member	Natalie Lewis	4	\$300 daily	N/A	\$1650
Member	Karni Liddell	4	\$300 daily	N/A	\$0 ****
Member	Darren Lockyer	2	\$300 daily	N/A	\$600
Member	Kathryn McMillan	3	\$300 daily	N/A	\$0 ****
Member	Edward Mosby	4	\$300 daily	N/A	\$1875
Member	Janette Phelan	4	\$300 daily	N/A	\$1650
Member	Wendell Rosevear	4	\$300 daily	N/A	\$1350
Member	Shannon Spriggs Murdoch	2	\$300 daily	N/A	\$600
Member	Karyn Walsh	3	\$300 daily	N/A	\$1350
Ex-officio member	Brett Pointing	4	N/A	N/A	\$0 ***
Ex-officio member	Christine Castley	4	N/A	N/A	\$0 ***
Ex-officio member	Judge Ray Rinaudo	3	N/A	N/A	\$0 ***

Position	Name	Meetings attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received *
Ex-officio member	Natalie Parker	3	N/A	N/A	\$0 ***
Ex-officio member	Cathy Taylor	3	N/A	N/A	\$0 ***
No. scheduled meetings/sessions	4				

Total out-of-pocket expenses \$1901

* Amounts paid to individual members vary based on: entitlement to 'significant travel fee' for regional members and visit to Mount Isa; and duration of participation in two-day visit to Mount Isa.

** Member waived remuneration fees

*** Member is a public sector employee and is not entitled to remuneration fees

**** Member did not claim remuneration fees during reporting period

Queensland Independent Remuneration Tribunal

Act or instrument *Queensland Independent Remuneration Tribunal Act 2013*

Functions The role, functions and responsibilities of the Queensland Independent Remuneration Tribunal (Tribunal) under the *Queensland Independent Remuneration Tribunal Act 2013* are to review remuneration in connection with Members of Parliament (MPs) and former MPs, and to make determinations about remuneration (salary, allowances or entitlements).

In performing its functions, the Tribunal must act independently, impartially and fairly. The Tribunal is also required to provide written reasons for each determination and provide it to the Clerk of the Parliament for tabling in the Legislative Assembly.

Achievements Achievements are outlined in the Tribunal's annual report.

Financial reporting The Tribunal's costs are contained within the department's financial statements. The Tribunal also prepares its own annual report, which is provided to the Clerk of the Parliament to be tabled in the Legislative Assembly of Queensland.

Remuneration

Position	Name	Meetings/ sessions/ attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	Timothy Brailsford	6	Daily fee (four hours or less): \$425 Special Assignment fee (four hours or less): \$354	N/A	\$4742
Member	Joanne Jessop	6	Daily fee (four hours or less): \$288 Special Assignment fee (four hours or less): \$288	N/A	\$3573
Member	David Harrison	4	Daily fee (four hours or less): \$288 Special Assignment fee (four hours or less): \$288	N/A	\$2248
No. scheduled meetings/sessions	6				
Total out-of-pocket expenses	\$0				

Screen Queensland Pty Ltd (SQ)

Act or instrument	<i>Corporations Act 2001 (Cth)</i>
Functions	<p>The objects of Screen Queensland Pty Ltd are:</p> <ul style="list-style-type: none"> • to increase the level of film and television production in Queensland • to develop and maintain a creative infrastructure in Queensland for the film and television production industry • to develop and maintain an active and vibrant screen culture in Queensland • to make funding available to members of the domestic and foreign film industry whether through loan, grant, rebate, financial assistance, investment, investment loan or any other form of funding.
Achievements	<p>Key achievements for 2015–16 include:</p> <ul style="list-style-type: none"> • funded 33 screen productions estimated to generate \$215 million in Queensland Production Expenditure. This included: <ul style="list-style-type: none"> – 22 domestic productions including the second series of <i>The Family Law</i> and <i>Snake Boss</i> – 11 international productions, including <i>Kong: Skull Island</i>, <i>The Nest</i>, <i>The Shallows</i> and <i>Thor: Ragnarok</i> which will inject \$100 million into the Queensland economy • A partnership with STAN, a leading subscription video-on-demand services, to develop and finance a feature film to premiere exclusively on subscription video-on-demand • Launched ABC iview Queensland Originals, an initiative to help Queensland practitioners produce up to three online factual and entertainment series to premiere on ABC iview • Implementing programs to address the gender imbalance in the Australian screen industry including the Women’s Filmmaker Showcase – a mentor and leadership program and creative attachments for women.
Financial reporting	Screen Queensland Pty Ltd provides annual financial reports to the Queensland Parliament in accordance with Treasury policy. Arts Queensland conducts compliance checks to ensure accountability. The financial results of Screen Queensland are consolidated in the economic entity of the department.

Remuneration

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Current Board (01/09/15 – current)					
Chairperson	Linda Apelt	6	\$5000pa		\$4167
Director	Patricia Heaton	5	\$3000pa	\$500pa	\$2750
Director	Catherine O’Sullivan	5	\$3000pa	\$1000pa	\$3000
Director	William McInnes	1	\$3000pa		\$0 (elected not to be remunerated)
Director	Michael Smellie	5	\$3000pa		\$2500
Director	Paul Syvret	5	\$3000pa		\$2500
Director	Takeshi Takada	5	\$3000pa		\$2500

Position	Name	Meetings/ sessions/ attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Previous Board (01/07/15 to 31/08/15)					
Chairperson	Peter Little	2	\$291 (four hours or less)		\$582
Director	Michael Hawkins	2	\$239 (four hours or less)		\$478
Director	Geoff Cooper	2	\$239 (four hours or less)		\$478
Director	Peter Baston	2	\$239 (four hours or less)	\$243 (four hours or less)	\$765
Director	Stuart Cunningham	2	\$239 (four hours or less)	\$199 (four hours or less)	\$677
Director	Jan Grew	2	\$239 (four hours or less)		\$0 (elected not to be remunerated)
No. scheduled meetings/sessions	8				
Total out-of-pocket expenses	\$0				

Aboriginal Centre for the Performing Arts Pty Ltd (ACPA)

Act or instrument	<i>Corporations Act 2001 (Cth)</i>
Functions	The objective of ACPA is to provide performing arts training and opportunities to Indigenous students.
Achievements	<p>Achievements for ACPA in 2015–16 included:</p> <ul style="list-style-type: none"> • graduation of 40 students from ACPA training courses in 2015, with 74 enrolments at the commencement of 2016 • performances of ACPA students at a number of events including: <ul style="list-style-type: none"> – annual National Rugby League Indigenous All Stars game in front of 40,000 people, February 2016 – NAIDOC Week Celebration, July 2015 – Indigenous Fusion Brisbane Festival opening, September 2015 – Australian Performing Arts Market opening, February 2016. • collaboration with the University of Tasmania to launch the ACPA Gospel choir as part of ACPA's performance curriculum • presentation of a series of showcase performances in the Cremorne Theatre, QPAC to an audience of 642.
Financial reporting	Aboriginal Centre for the Performing Arts Pty Ltd provides annual financial reports to the Queensland Parliament in accordance with Treasury policy. Arts Queensland conducts compliance checks to ensure accountability. The financial results are noted in the department's financial statements.

Remuneration

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	Jeremy Donovan (until Dec 2015)	1	N/A	N/A	\$0
Chairperson	Leilani Pearce (appointed Acting Chair in April 2016)	7	N/A	N/A	\$0
Director	Wesley Aird	6	N/A	N/A	\$0
Director	Wayne Coolwell	3	N/A	N/A	\$0
Director	Wayne Denning (until September 2015)	1	N/A	N/A	\$0
Director	Terry Kearney	6	N/A	N/A	\$0
Director	Chris Mangin	6	N/A	N/A	\$0
Director	Leann Wilson	2	N/A	N/A	\$0
No. scheduled meetings/sessions	7				
Total out-of-pocket expenses	\$0				

Queensland Music Festival Pty Ltd (QMF)

Act or instrument	<i>Corporations Act 2001 (Cth)</i>
Functions	The company is committed to producing and promoting a biennial music festival that achieves both international excellence and accessibility for Queenslanders from all walks of life.
Achievements	In 2015–16, QMF achieved the following: <ul style="list-style-type: none"> • record attendance of 151,380, up from 107,623 in 2013 • 10 world premieres, 14 Australian premieres and six commissions • 835 performances and 679 workshops delivered across 28 regional centres • 46 per cent regional centres had not been visited, or had not been visited since 2011 • 90 per cent of surveyed attendees indicated the Festival was important for the local area.
Financial reporting	Queensland Music Festival Pty Ltd provides annual financial reports to the Queensland Parliament in accordance with Treasury policy. Arts Queensland conducts compliance checks to ensure accountability. Queensland Music Festival Pty Ltd is exempt from audit by the Auditor-General under s30A of the <i>Auditor-General Act 2009</i> . The financial results are noted in the department's financial statements.

Remuneration

Position	Name	Meetings/ sessions/ attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	Athol Young	10	N/A	N/A	\$0
Deputy Chairperson	Rodney Wissler	9	N/A	N/A	\$0
Member	Danielle Duell	10	N/A	N/A	\$0
Member	Helen Gluer	6	N/A	N/A	\$0
Member	Karen Hanna	2	N/A	N/A	\$0
Member	John Kenny	9	N/A	N/A	\$0
Member	Alison Mobbs	9	N/A	N/A	\$0
Member	Victoria Somlyay	3	N/A	N/A	\$0
No. scheduled meetings/sessions	10				
Total out-of-pocket expenses	\$1580				

Major Brisbane Festivals Pty Ltd (MBF)

Act or instrument *Corporations Act 2001 (Cth)*

Functions The objects of the company are to create, produce and promote cultural festivals that showcase diverse artistic work and demonstrate artistic integrity, and to produce and deliver in Brisbane and South East Queensland inspiring and inclusive arts festivals.

Achievements In 2015–16, MBF achieved the following:

- over 850,000 in attendances, with increased interstate and international visitors
- 92 per cent of surveyed attendees likely to attend future festivals
- 78 productions, including six world premieres and 15 Australian premieres
- 50 sold out performances with total box office revenue exceeding \$2 million
- engaged over 1,400 Queensland artists and arts workers.

Financial reporting Major Brisbane Festivals Pty Ltd provides annual financial reports to the Queensland Government. Arts Queensland conducts compliance checks to ensure accountability. Major Brisbane Festivals Pty Ltd is exempt from audit by the Auditor-General under s.30A of the *Auditor-General Act 2009*. The financial results are noted in the department's financial statements.

Remuneration

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	Paul Spiro	10	N/A	N/A	\$0
Deputy Chairperson	Philip Bacon	9	N/A	N/A	\$0
Member	Cory Heathwood	9	N/A	N/A	\$0
Member	Peter Hyland	9	N/A	N/A	\$0
Member	Ian Klug	9	N/A	N/A	\$0
Member	Anna Marsden	7	N/A	N/A	\$0
Member	Amanda Newbery	8	N/A	N/A	\$0
Member	Ian Turner	10	N/A	N/A	\$0
Member	Chris Tyquin	7	N/A	N/A	\$0
No. scheduled meetings/sessions	10				
Total out-of-pocket expenses	\$0				

Queensland Plan Ambassadors Council

Act or instrument *Queensland Plan Act 2014*

Functions The Queensland Plan Ambassadors Council fosters community engagement and shared responsibility for achieving the long term vision and goals of the Queensland Plan. The Council serves as champions of the plan, keeping it visible and encouraging government, industry, business, community organisations and the general public to continue to strive towards its visions and goals.

The Council has a number of key roles: advocacy and leadership, providing independent advice and monitoring progress towards the plan's vision.

Achievements Through meetings held in 2015 and 2016, the Council confirmed the values which underpin the success of the Plan's engagement process and provided a strong platform to support the Council's ongoing work.

In October 2015, the Ambassadors met with the Premier to discuss the priorities for the Council and how to take the *Queensland Plan 2014* forward.

Financial reporting The Council's costs are contained within the department's financial statements.

Remuneration

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Andrew Chesterman (resigned 19 August 2015)	0	N/A	N/A	\$0
Acting Chair	Mark Henley	6	N/A	N/A	\$0
Member	Jordyn Archer (resigned 11 August 2016)	1	N/A	N/A	\$0
Member	Joel Buchholz	6	N/A	N/A	\$0
Member	John Cole	5	N/A	N/A	\$0
Member	Margaret de Wit	5	N/A	N/A	\$0
Member	Daniel Gschwind	4	N/A	N/A	\$0
Members	Ian Frazer (resigned 21 February 2016)	2	N/A	N/A	\$0
Member	Joanne Grainger (resigned 18 April 2016)	0	N/A	N/A	\$0
Member	Peter Hoj (resigned 20 July 2015)	1	N/A	N/A	\$0
Member	Kathy Mac Dermott (resigned 24 June 2016)	1	N/A	N/A	\$0
Member	Tony McGrady	6	N/A	N/A	\$0
Member	Karen Tully	4	N/A	N/A	\$0
Member	Leon Yeatman	5	N/A	N/A	\$0
No. scheduled meetings/sessions	6				
Total out of pocket expenses	\$2720				

Government bodies

As part of the Premier's portfolio, the following bodies provide their annual report as indicated:

Name of body	Constituting	Annual Report arrangements
Aboriginal Centre for the Performing Arts Pty Ltd	<i>Corporations Act 2001 (Cth)</i>	Tables financial statements and see Boards and Committees section
Board of the Queensland Museum	<i>Queensland Museum Act 1970</i>	Separate Annual Report prepared
Domestic and Family Violence Implementation Council	<i>Terms of Reference</i>	See Boards and Committees section
Major Brisbane Festivals Pty Ltd	<i>Corporations Act 2001 (Cth)</i>	Notes in the financial statements and see Boards and Committees section
Office of the Governor	Constitution of Queensland Act 2001	Separate Annual Report prepared
Office of the Queensland Parliamentary Counsel	<i>Legislative Standards Act 1992</i>	Included in DPC's Annual Report
Public Service Commission	<i>Public Service Act 2008</i>	Separate Annual Report prepared
Queensland Advisory Committee for the Commemoration of the Anzac Centenary	<i>Terms of Reference</i>	See Boards and Committees section
Queensland Art Gallery Board of Trustees	<i>Queensland Art Gallery Act 1987</i>	Separate Annual Report prepared
Queensland Art Gallery/Gallery of Modern Art Foundation Committee	<i>Queensland Art Gallery Act 1987</i>	Included in the Queensland Art Gallery Board of Trustees' Annual Report
Queensland Audit Office	<i>Auditor-General Act 2009</i>	Separate Annual Report prepared
Queensland Family and Child Commission	<i>Family and Child Commission Act 2014</i>	Separate Annual Report prepared
Queensland Independent Remuneration Tribunal	<i>Queensland Independent Remuneration Tribunal Act 2013</i>	Separate Annual Report prepared and see Boards and Committees section
Queensland Integrity Commissioner	<i>Integrity Act 2009</i>	Separate Annual Report prepared
Queensland Museum Foundation	<i>Queensland Museum Foundation Trust Deed</i>	Included in the Board of the Queensland Museum's Annual Report
Queensland Music Festival Pty Ltd	<i>Corporations Act 2001 (Cth)</i>	Tables financial statements and see Boards and Committees section
Queensland Performing Arts Trust	<i>Queensland Performing Arts Trust Act 1977</i>	Separate Annual Report prepared
Queensland Plan Ambassadors Council	<i>Terms of Reference</i>	See Boards and Committees section
Queensland Social Cohesion Implementation Committee	<i>Terms of Reference</i>	See Boards and Committees section
Queensland Theatre Company	<i>Queensland Theatre Company Act 1970</i>	Separate Annual Report prepared
Queensland Veterans' Advisory Committee	<i>Terms of Reference</i>	See Boards and Committees section
Screen Queensland Pty Ltd	<i>Corporations Act 2001 (Cth)</i>	Tables financial statements and see Boards and Committees section

Celebrate Queensland Committee (ceased)

The Celebrate Queensland Committee was dissolved in August 2015 and the functions are undertaken by Events Coordination, Department of the Premier and Cabinet.

Glossary of terms

1WS	1 William Street	ICT	Information and communication technology
ACPA	Aboriginal Centre for the Performing Arts	LDeP	Legislative Drafting and e-Publishing
AD	Dame of the Order of Australia	LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer
AO	Officer of the Order of Australia	MP	Member of Parliament
AQ	Arts Queensland	N/A	Not applicable
ARMC	Audit and Risk Management Committee	NAIDOC	National Aboriginal and Islanders Day Observance Committee
ARR	Annual report requirements for Queensland government agencies	NSW	New South Wales
ANZCTC	Australian and New Zealand Counter-Terrorism Committee	OQPC	Office of the Queensland Parliamentary Counsel
BIA	Backing Indigenous Arts	PACCS	Policy Advice, Coordination and Cabinet Support
CAA	Corporate Administration Agency	PDA	Performance Development Agreement
CBRC	Cabinet Budget Review Committee	PDF	Portable Document Format
CEO	Chief Executive Officer	PSC	Public Service Commission
CGG	Corporate Governance Group	QACCAC	Queensland Advisory Committee for the Commemoration of the Anzac Centenary
CIAF	Cairns Indigenous Art Fair	QAO	Queensland Audit Office
COAG	Council of Australian Governments	QFCC	Queensland Family and Child Commission
CPI	Consumer Price Index	QPAC	Queensland Performing Arts Centre
CVO	Commander of the Royal Victorian Order	QuILLS	Queensland Integrated Legislation Lifecycle System
DAAS	Desktop as a Service	QTC	Queensland Theatre Company
DDG	Deputy Director-General	QVAC	Queensland Veterans' Advisory Council
DG	Director-General	RFFF	Revolving Film Finance Fund
DPC	Department of the Premier and Cabinet	RADF	Regional Arts Development Fund
DSM	Distinguished Service Medal	SACE	Spirit of Anzac Centenary Experience
eDRMS	Electronic Document and Records Management System	SAP	Systems Applications Products
FAA	<i>Financial Accountability Act 2009</i>	SQ	Screen Queensland
FLP	Fundamental Legislative Principles	TAFE	Technical and Further Education
FPMS	<i>Financial and Performance Management Standard 2009</i>	TR4	Tropical Race 4
FTE	Full-time equivalent	VET	Vocational Education and Training
GST	Goods and Services Tax	XML	eXtensible Markup Language
HPRM	Hewlett-Packard Records Management	YMCA	Young Men's Christian Association
HR	Human Resources		

Compliance checklist

Summary of requirement	Basis for requirement	Annual Report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 8 Letter of compliance
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 10.1 Contents Glossary
	<ul style="list-style-type: none"> Public availability 	ARRs – section 10.2 Communication objective
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 10.3 Communication objective
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 10.4 Copyright
	<ul style="list-style-type: none"> Information licensing 	<i>QGEA – Information Licensing</i> ARRs – section 10.5 Communication objective
General information	Introductory information	ARRs – section 11.1 Director-General's report
	Agency role and main functions	ARRs – section 11.2 Government objectives for the community List of legislation
	Operating environment	ARRs – section 11.3 Director-General's report
	Machinery of government changes	ARRs – section 11.4 Director-General's report
Non-financial performance	Government's objectives for the community	ARRs – section 12.1 Director-General's report Government objectives for the community
	Other whole-of-government plans/specific initiatives	ARRs – section 12.2 About the department
	Agency objectives and performance indicators	ARRs – section 12.3 About the department
	Agency service areas and service standards	ARRs – section 12.4 Key achievements
Financial performance	Summary of financial performance	ARRs – section 13.1 Financial summary
Governance – management and structure	Organisational structure	ARRs – section 14.1 About the department
	Executive management	ARRs – section 14.2 Our leaders
	Government bodies (statutory bodies and other entities)	ARRs – section 14.3 Government bodies
	<i>Public Sector Ethics Act 1994</i>	<i>Public Sector Ethics Act 1994</i> ARRs – section 14.4 Our people

Summary of requirement		Basis for requirement	Annual Report reference
Governance – risk management and accountability	Risk management	ARRs – section 15.1	Risk management
	External scrutiny	ARRs – section 15.2	External scrutiny
	Audit committee	ARRs – section 15.3	Audit and Risk Management Committee
	Internal audit	ARRs – section 15.4	Internal audit
	Information systems and record keeping	ARRs – section 15.5	Information systems and record keeping
Governance – human resources	Workforce planning and performance	ARRs – section 16.1	Our people
	Early retirement, redundancy and retrenchment	Directive No.11/12 Early Retirement, Redundancy and Retrenchment ARRs – section 16.2	Our people
Open data	Consultancies	ARRs – section 17 ARRs – section 34.1	Open data Consultancies
	Overseas travel	ARRs – section 17 ARRs – section 34.2	Open data Overseas travel
	Queensland Language Services Policy	ARRs – section 17 ARRs – section 34.3	Open data Queensland Language Services Policy
	Government bodies	ARRs – section 17 ARRs – section 34.4	Boards and committees
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	Financial statements
	Independent auditors' report	FAA – section 62 FPMS – section 50 ARRs – section 18.2	Financial statements
	Remuneration disclosures	Financial Reporting Requirements for Queensland Government Agencies ARRs – section 18.3	Financial statements

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs Annual report requirements for Queensland Government agencies

