

ANNUAL REPORT 2016–2017



Communication objective

This annual report provides information about the Department of the Premier and Cabinet's financial and non-financial performance for 2016–17. 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 2016–2020 Strategic Plan and the 2016–17 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.



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding this report, you can access the Translating and Interpreting Services via www.qld.gov.au/languages or by phoning 13 14 50.

Readers are invited to comment on this report at www.qld.gov.au/annualreportfeedback

Copyright

© The State of Queensland

(Department of the Premier and Cabinet) 2017

Published by the Queensland Government, September 2017.

1 William Street, Brisbane Qld 4000.

Licence

This annual report is licensed by the State of Queensland (Department of the Premier and Cabinet) under a Creative Commons Attribution (CC BY) 4.0 International licence.



In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland (Department of the Premier and Cabinet) Annual Report 2016–17. To view a copy of this licence, visit www.creativecommons.org/licenses/by/4.0

Copies of this publication can be obtained at www.premiers.qld.gov.au publications or by phoning 3003 9061.

ISSN 1447-4409



Table of contents

About the department.....	3
Director-General's report.....	6
Government's objectives for the community.....	7
Policy advice, coordination and Cabinet support.....	10
Strategy and Engagement	15
Government Services	18
Office of the Queensland Parliamentary Counsel	20
Arts Queensland	24
Corporate Administration Agency	28
Our people	30
Corporate support functions	32
Our leaders.....	38
Statutory reports.....	42
Financial summary 2016–17	44
Financial statements.....	47
Boards and committees	90
Glossary of terms.....	100
Compliance checklist	101



25 September 2017

The Honourable Anastacia Palaszczuk MP
Premier of Queensland and Minister for the Arts
1 William Street
Brisbane QLD 4000

Dear Premier

We are pleased to present the 2016–17 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

Established in 1859, 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.

DPC provides whole-of-government leadership and advice, operating in an environment that is open, transparent and accountable. We are agile, flexible and responsive to the strategic imperatives of government. We are a central point of resolution, providing objective and balanced advice based on evidence, learnings and leveraging outside expertise.

We keep a whole-of-government line of sight when addressing issues, clearing the path for new ideas. We embrace new technologies and business models to ensure we capitalise on emerging trends.

Our unique position enables us to successfully harness the collective strength of government, industry and the community.

DPC coordinates and collaborates across all agencies to develop and implement policy and services to drive the government's objectives for the community. Through our collaborative relationships with internal and external government agencies, we are equipped to provide considered strategic support that drives the policy agenda and delivers the best outcomes for Queenslanders.

We seek to understand the people of Queensland, their expectations of government and aspirations for the future. We embrace new ways of working with our stakeholders and responds to their needs.

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 2016–17, we again surveyed our key stakeholders—Ministers, Chiefs of Staff, Directors-General, Cabinet Legislation and Liaison Officers and Senior Policy Officers—to obtain feedback on DPC's service delivery.

Ministers and Chiefs of Staff 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 83 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 1 William Street and 111 George Street, Brisbane and delivers its services through the structure outlined in the organisational chart. The North Queensland Office of DPC 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.



Review date: by 1 July 2017

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 serves the Premier and Cabinet, building confidence in and driving an innovative government, while providing whole-of-government leadership to deliver outstanding results and value for money for Queenslanders.

Objectives for the community

DPC collaborates across the whole of government to develop policy to support the Government's objectives for the community of:

- fostering regional solutions to create job opportunities and economic development through innovation, investment and infrastructure development
- building safe, caring and connected communities through strengthening policy development to build social cohesion
- protecting the environment through collaboration with agencies and the Australian Government to develop innovative solutions to counteract the effects of climate change
- delivering quality frontline services, building confidence in government and effectively leading the Queensland public service.

Measures of success

- Workforce capability
- Customer satisfaction and engagement
- Leadership and innovation
- Systems, processes and outcomes
- Return on investment

Key priorities for 2016–17

- Lead a whole-of-government focus on policy development for:
 - » jobs and economic growth
 - » social cohesion with attention on domestic and family violence prevention
 - » protecting and managing the Great Barrier Reef World Heritage area
 - » shaping the Advance Queensland agenda
 - » advancing the Queensland Government's North Queensland priority projects
- Encourage diversity and new models of working for our staff in the 1 William Street environment
- Play a leadership role in addressing state/federal challenges in education and health reform
- Manage investment programs that support arts and cultural organisations and arts capital infrastructure projects
- Strengthen community engagement to better inform policy direction.

Risks

- Customers and stakeholders are not effectively engaged
- Policy priorities lack innovation and evidence base
- Regional issues are not addressed successfully
- Misaligned organisational capacity and capability
- Lack of agility to respond to changes and disruptions.

Objectives

- Support the Premier to set the strategic direction of government
- Lead the development, coordination and implementation of effective and innovative policy solutions
- Maintain a robust system of government with disciplined Cabinet and Executive Council systems and processes
- Lead Queensland's engagement with the Council of Australian Governments (COAG) and other whole-of-government interjurisdictional activities
- Lead planning and delivery of whole-of-government communication
- Provide strategic advice and coordination of the Premier's official overseas visits and functions
- Deliver the legislative program for Queensland
- Support Queenslanders' access to arts and cultural experiences to enable growth of the arts sector and a strong community of arts
- Attract and retain a talented and diverse 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.

Our values



Customers first



Ideas into actions



Unleash potential



Be courageous

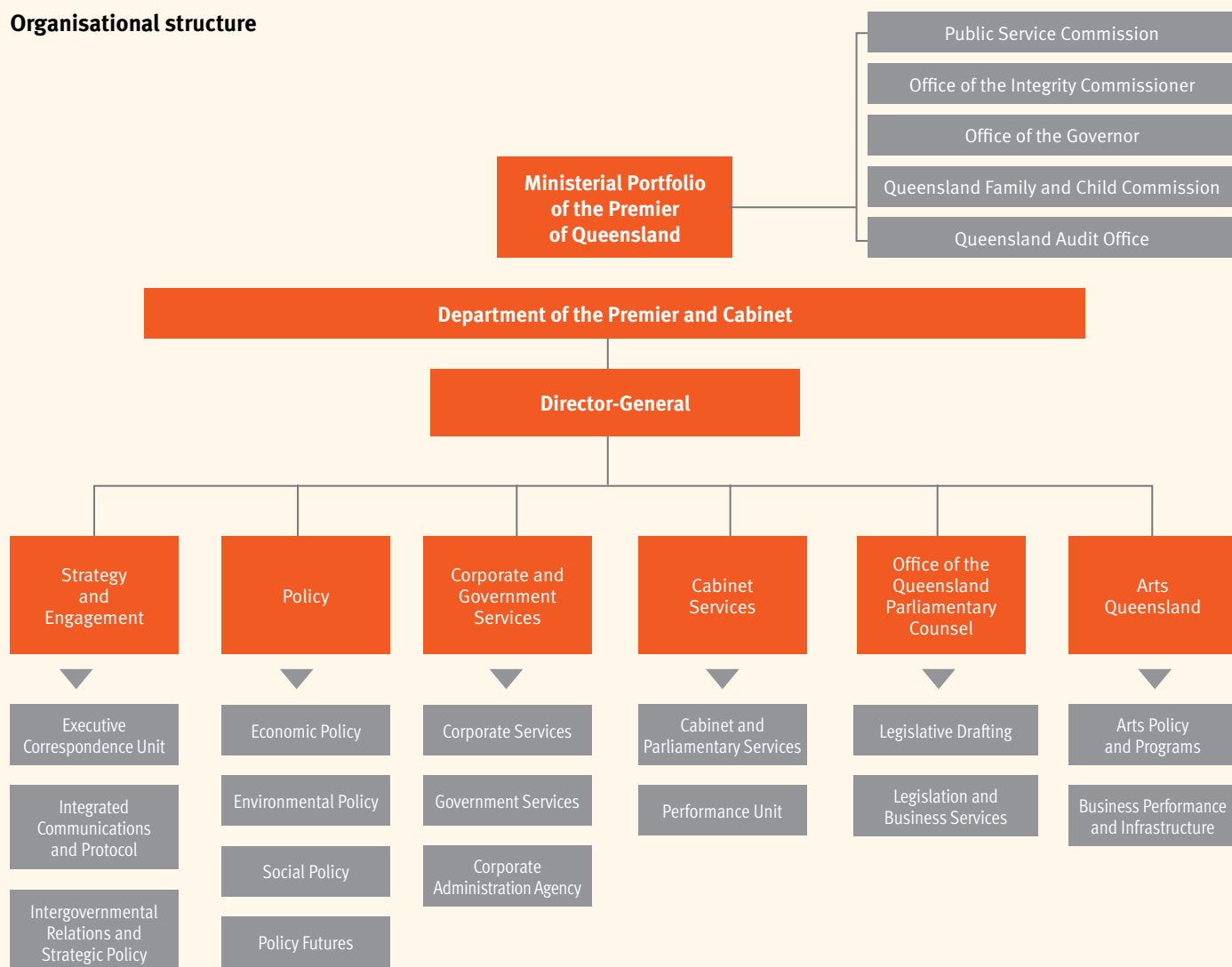


Empower people



Queensland Government

Organisational structure



Director-General's report

The Department of the Premier and Cabinet was a busy and exciting place to be in 2016–17.

The department delivered programs in line with objectives to build a safer, fairer, more inclusive and prosperous Queensland. In doing so we were mindful of social inclusion and of considering the needs of all Queenslanders, no matter where they live or what their circumstances may be.

Our commitment to engage early with stakeholders and to better understand their perspectives is benefiting all Queenslanders, as government programs and legislation reflect a more consultative approach.

Honouring the commitment to create jobs and opportunities in the regions, we developed and implemented statewide capital works and infrastructure projects and a range of job creation programs, such as *Back to Work* and *Skilling Queensland for Work*.

We continued to drive the *Advance Queensland* innovation agenda, attracting new investment and creating new industries, such as biofuels, developing industry sector roadmaps and assisting small business.

We also established the *Advance Queensland Industry Attraction Fund* to build the appeal of Queensland and attract new business, facilitating job creation, regional growth, and the building of local supply chains.

The *Advancing North Queensland* five-point plan outlines government action to build jobs and create more opportunities in the North. The release of the dedicated website—www.qld.gov.au/advancingnq—was the culmination of combined departmental efforts across government and bi-annual reporting will keep Queenslanders up-to-date on progress in the region.

Through the Office of the Queensland Parliamentary Counsel, we drafted 484 legislative instruments that totalled 27,371 pages.

Partnership efforts between our department and the Department of the Prime Minister and Cabinet resulted in the inaugural COAG National Summit on Reducing Violence against Women and their Children.

This landmark event put Domestic and Family Violence on the national agenda. Under the summit theme of *Connect. Act. Change*, the First Ministers and Women's Safety Ministers from all jurisdictions launched the Third Action Plan 2016–2019 of the *National Plan*

to Reduce Violence against Women and their Children 2010–2022.

Our 12-month journey towards achieving **White Ribbon Australia workplace accreditation** continues—we are proud to be working with White Ribbon and ensuring we have respectful, safe and inclusive workplace cultures and support measures for those affected by domestic and family violence.

The department continued to address issues around the scourge of ice, hosting the Ice Regional Community Engagement Summit in Rockhampton to better understand the impacts of ice in regional, rural and remote Queensland.

The **Queensland Social Cohesion Implementation Committee** released the *Cohesive Communities Action Plan 2016–18*, which outlines government focus areas and initiatives to enhance social cohesion throughout Queensland, focusing on individuals, families, communities and services.

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

The department announced four-year funding totalling \$30.55 million to 39 arts and cultural organisations through the Organisations Fund 2017–20. We also continued a \$28 million critical infrastructure program including increasing electrical safety of the Queensland Performing Arts Centre, the Queensland Museum and the Queensland Art Gallery | Gallery of Modern Art.

While much has been achieved, there is still a lot to accomplish 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's objectives for the community

Through whole-of-government collaboration with agencies and stakeholders, DPC delivered 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 played a lead role in strengthening Queensland's position within the global marketplace to enable Queensland industry, business and regions to thrive and prosper. We fostered regional solutions to create job opportunities and economic development through innovation, investment and infrastructure development.

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
- establish a dedicated Advancing North Queensland website to keep stakeholders and communities informed and engaged on progress with the Advancing North Queensland priority areas
- develop a strategic blueprint to support a strong and prosperous future for the North West Minerals Province, by facilitating continued resources sector development, diversifying the regional economy, and working through partnerships to deliver integrated and appropriate services.

Advance Queensland Industry Attraction Fund

- DPC chaired the Advance Queensland Industry Attraction Fund (AQIAF) Panel. AQIAF was established to attract businesses to Queensland, either by relocating or establishing new projects. By chairing the AQIAF Panel, DPC ensured a robust whole-of-government approach to attracting innovative, job-creating industries to Queensland. This ensured that successful projects represented maximum value for money, and aligned with the government's priorities for job creation and economic growth.

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 continued to strengthen our workforce, governance and systems to lead and implement government priorities, cross-portfolio projects and initiatives, for better outcomes for Queenslanders. In this way we continued to build confidence in government and effectively led the Queensland public service to support the delivery of quality frontline services.

Community Cabinet and Governing from the Regions

In 2016–17, the Governing from the Regions program was implemented to provide an opportunity for regional communities to talk with the Premier, Ministers and Directors-General over a week-long period. Governing from the Regions replaced the previous Community Cabinet two-day program to provide longer and more meaningful engagement with the government on regional issues.

In October 2016, a pilot of the new program was held in Townsville, before the final Community Cabinet meeting was held in the Whitsundays. Governing from the Regions was formally launched in 2017 with programs in Rockhampton and Cairns. The Governing from the Gold Coast program was postponed in March 2017 due to Cyclone Debbie, and was rescheduled to commence on 31 July.

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

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 collaborated with agencies and the Australian Government to develop innovative solutions to counteract the effects of climate change.

Responding to firefighting foam chemical contamination

The recent emergence of contamination from chemicals that may be contained in firefighting foams created new challenges for the Queensland agencies dealing with environment, health and rural sector matters. Given this, DPC took a lead role in coordinating Queensland's response to contamination at defence and airport facilities—where the historic use of these foams has been significant.

Climate change and the reef

DPC continues to support 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.

Building safe, caring and connected communities

DPC plays a lead role in building safe, caring and connected communities by working with local governments, communities and other organisations to improve social cohesion and reduce the risk of anti-social behaviours that may lead to violent extremism. DPC continued to support the Queensland Social Cohesion Implementation Committee, which developed an action plan for Queensland and implemented initiatives to enhance social cohesion and counter violent extremism.

Queensland Disaster Management Committee

DPC supported the Premier, as Chair of the Queensland Disaster Management Committee, and departmental representatives on the Australia-New Zealand Counter-Terrorism and Emergency Management Committees. In this role, DPC worked towards a safer, more resilient Queensland, better able to respond to and recover from disasters, and in particular, the most recent Cyclone Debbie and extensive flooding throughout Queensland. This also ensures the Queensland Government is well placed to manage other critical incidents that may arise.

Aurukun four-point plan

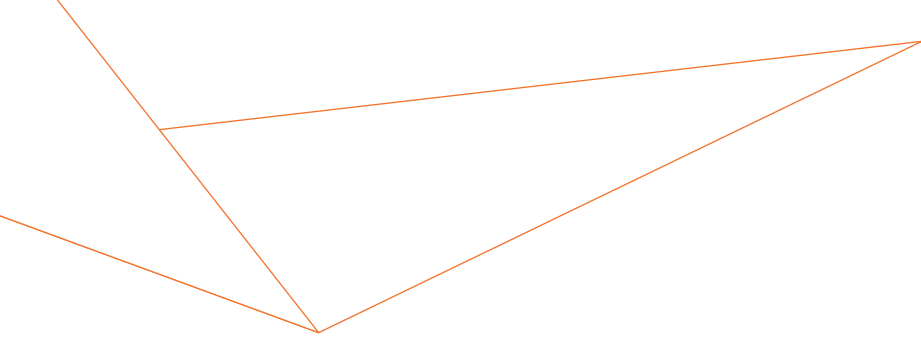
DPC supported the Aurukun Directors-General group to drive implementation of the four-point plan to achieve sustained calm in Aurukun. The Directors-General met regularly to drive a range of initiatives to strengthen community safety, provide access to education, strengthen the Aurukun community and its governance, and harness jobs and economic opportunities.

Reduce youth crime in Townsville

DPC supported the Minister Assisting the Premier on North Queensland to drive implementation of the government's five-point plan to reduce youth crime in Townsville. DPC supported a Directors-General group and worked with the Townsville Stronger Communities Executive Committee that oversees the Townsville Stronger Communities Action Group.

Domestic and Family Violence prevention

DPC encouraged 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.



During 2016–17, DPC led and coordinated a whole-of-government approach for domestic and family violence reforms and significant progress was achieved across government with implementation of the recommendations of the Not Now, Not Ever report. The government has committed \$323.1 million over six years as part of a long-term strategy to prevent domestic and family violence.

DPC provides secretariat support to the Domestic and Family Violence Implementation Council, which is responsible for overseeing and advocating for implementation of the Not Now, Not Ever report recommendations and the Domestic and Family Violence Prevention Strategy by the government and across the broader community.

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 2016–17, DPC's Anzac Centenary Coordination Unit continued to lead and collaborate with stakeholders and partners to deliver a number of key commemoration activities.

In 2016–2017 almost \$1 million was allocated to 50 grantees, bringing the total of community projects supported since 2014 to 234, with a value of more than \$5.1 million.

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 Cairns, Townsville and Mackay from July to September 2016.

During 2016–17 the Anzac Centenary program collaborated with community-focused partners to support a number of commemorative initiatives, including:

- a commemorative service and awareness campaign for the 100-year anniversary of the Battles of Fromelles and Pozieres
- a twelve-month sponsorship of the *Salute to the Light Horse* performances through the *Australian Outback Spectacular*
- sponsorship of an education resource on the 2014 production of *Black Diggers* through the Queensland Theatre Company
- funding to support veteran participation in the historic 75-year anniversary of the Battle of the Coral Sea.

The Anzac Centenary was also marked by a number of activities developed by the arts community. Backbone Youth Arts created a site-specific performance in Brisbane's historic Toowong Cemetery to commemorate Anzac Day 2017, while Topology's long experience in fostering creative music making with communities and young people from around the state will result in a new composition *Anzac up close: Chronicles of a legend that shaped a nation*. This completed work that draws on Anzac themes and sentiments will be staged and toured in 2018.

Working in partnerships to deliver arts to the regions

DPC continued to support and partner with local government and arts organisations to ensure Queenslanders receive quality arts and cultural experiences.

During 2016–17 DPC developed a business case and secured government funding of \$6.5 million over the next four years for a new statewide arts service delivery model that supports regional arts development.

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 Services manages and coordinates all procedural, operational and logistical services supporting Cabinet and Cabinet Committees, including custodianship of Cabinet records from current and previous governments.

Key achievements 2016–17

Worked across government to drive policy implementation that supports the government's jobs and economic development agenda, including:

- co-chairing the Advance Queensland Industry Attraction Fund (AQIAF) and Jobs and Regional Growth Fund Panel
- co-assessing applications for the \$40 million AQIAF designed to attract businesses to Queensland to support new jobs
- supporting whole-of-government delivery of the Advancing North Queensland five-point plan to build jobs and create more opportunities in the north
- supporting job creation programs such as statewide capital works and infrastructure projects, *Back to Work* and *Skilling Queenslanders for Work*.

Drove the government's North Queensland policy agenda and priority projects for regional economic and community development, including:

- implementing the *Advancing North Queensland—investing in the future of the North* plan, for example through the Powering North Queensland Plan and the Townsville City Deal
- coordinating the Interdepartmental Committee on Northern Australia
- coordinating the first regional meeting of the Premier's Business Advisory Council in Townsville to discuss key challenges and opportunities for the North Queensland region

- providing support to the Directors-General responsible for implementing:
 - actions and strategies to break the cycle of youth crime in Townsville
 - the government's four-point plan to achieve sustained calm in Aurukun
- delivering a whole-of-government strategic blueprint for the North West Minerals Province including additional funding of \$39 million over four years to facilitate short and medium-term measures to support jobs and a strong and prosperous future.

Supported the government's reform agenda for justice, health and community-related initiatives, including:

- engaging with regional communities to inform the finalisation of *Action on ice*—the government's draft plan to tackle ice use in Queensland
- strategic oversight of the statewide roll out of the National Disability Insurance Scheme
- facilitation and implementation of the Barrett Adolescent Centre Commission of Inquiry recommendations
- providing policy direction, leadership, coordination and support in relation to Queensland's disaster management and counter-terrorism arrangements, laws and action plans including facilitation of:
 - improved social cohesion and reduced risk of violent extremism
 - stronger, fairer and more effective responses to organised crime in Queensland

- releasing the Cohesive Communities Action Plan 2016–18 to enhance social cohesion throughout Queensland, focusing on individuals, families, communities and services
- leading the Tackling Alcohol-fuelled Violence Policy, including:
 - responding to the six-month independent evaluation report of the policy
 - establishing the Live Music Industry Working Group to preserve and grow live music in Queensland, while maintaining a safe and vibrant nightlife.

Provided leadership and recommendations to implement domestic and family violence and child safety initiatives, including:

- progressing implementation of the Domestic and Family Violence Prevention Strategy and providing secretariat support to the Domestic and Family Violence Implementation Council
- providing oversight of the 10-year reform program, facilitating implementation of the 2013 Child Protection Commission of Inquiry's 121 recommendations
- responding to the Queensland Family and Child Commission report *Remembering Tiahleigh—A report into Queensland's children missing from out-of-home care*.

Oversaw effective environmental protection initiatives including:

- coordinating whole-of-government actions to address contamination caused by the historical use of perfluorinated chemicals in fire-fighting foams
- finalisation of statutory guidelines to support delivery of ground-breaking Chain of Responsibility legislation
- reforms to financial assurance arrangements for mine site rehabilitation
- co-chairing the Climate Change Interdepartmental Committee

- protection and management of the Great Barrier Reef World Heritage Area
- coordinating Queensland's participation in the National Water Infrastructure Development Fund and guiding the development of the Queensland Bulk Water Opportunity Statement.

Built confidence in government and effectively led whole-of-government initiatives including:

- coordinating policy analysis and advice from a whole-of-government perspective on Cabinet, Cabinet Budget Review Committee and other Cabinet Committee submissions
- establishing the Strachan Commission of Inquiry into Queensland Rail Train Crewing Practices and supporting development of the government response
- establishing the Queensland Racing Integrity Commission in response to the Queensland Greyhound Racing Industry Commission of Inquiry
- creating new investment and jobs and transitioning to cleaner energy by supporting the government's commitment to affordable and secure supply of electricity
- launching a website for the Queensland Government Performance Management Framework including a new policy and a suite of supporting guidelines for agencies
- providing advice to Cabinet on the implementation of government commitments and publishing the government election commitments December 2016 progress report.

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	2016–17 target/estimate	2016–17 actual
Service: Policy advice and coordination			
Service standards			
<i>Effectiveness measures</i>			
Customer satisfaction with advice by DPC to agencies on performance management and reporting requirements	1	85%	83%
Customer satisfaction with DPC engagement with the policy development process	1, 2	85%	78%
Customer satisfaction with advice and support relating to intergovernmental issues	1	85%	81%
<i>Efficiency measure</i>			
Total cost per hour of policy advice and development output	3	\$140/hour	\$137/hour
Service: Cabinet support			
Service standards			
<i>Effectiveness measure</i>			
Customer satisfaction with support provided by Cabinet Services	1	85%	82%
<i>Efficiency measure</i>			
Average cost of support provided to coordinate Community Cabinet meetings	4, 5	\$23,000	\$16,025

Notes:

1. This service standard informs on overall satisfaction of the service and is derived from an annual customer experience survey. Customers are ministers, chiefs of staff, directors-general and their department's cabinet legislation and liaison officers and senior policy officers.
2. Satisfaction levels in relation to DPC engagement with the policy development process is reflective of the progressive and complex agenda that adapts to current and future policy matters that are often time critical. DPC will continue to work with key agencies to improve this measure.
3. This service standard informs the total cost per hour for the provision of advice (including second opinion advice and contributions to policy advice led by other agencies. It does not include taskforces or inquiries). It is calculated by the amount of the DPC spend for Policy Division divided by the number of FTEs multiplied by the number of working days per year multiplied by standard public service core hours).
4. This service standard measures costs incurred by DPC in coordinating two-day Community Cabinet meetings. Costs of coordinating the meetings include venue and equipment hire, and costs associated with DPC staff preparing for and attending the meetings (such as salary, travel and accommodation).
5. This service standard has been replaced with a new measure 'Average cost of supporting the Cabinet to govern from the regions' reflecting the change in support provided to Cabinet to govern from the regions. In 2016–17, a two-day Regional Cabinet was held in the Whitsundays and three one-day regional Cabinet meetings were held in Townsville, Rockhampton and Cairns respectively.



Future directions for 2017–18

- Develop policies to diversify Queensland's economy by facilitating investment, encouraging innovation and planning for infrastructure development that create jobs.
- Continue to encourage businesses to establish in Queensland to bring economic benefits and jobs through the Advance Queensland Industry Attraction Fund and the Jobs and Regional Growth Fund.
- Continue to provide secretariat, policy and analytical support to the Premier's Business Advisory Council, and the Working Queensland Interdepartmental Committee.
- Continue to support the Minister Assisting the Premier on North Queensland to drive the government's North Queensland policy agenda and priority projects for economic development including:
 - co-ordinating the Northern Australia White Paper Implementation and Engagement Strategy
 - supporting Queensland's participation at the Ministerial Forum on Northern Development.
- Support implementation of the Queensland Government's Strategic Blueprint for Queensland's North West Minerals Province, which is aimed at facilitating a strong and prosperous future for the region.
- Support the government's reform agenda for justice and community-related initiatives, including:
 - a whole-of-government and community action plan to improve social cohesion
 - the government's five-point plan to reduce youth crime in Townsville
 - ensuring an independent evaluation of initiatives to tackle alcohol-related violence.
- Finalise *Action on ice*—the government's draft plan to tackle ice use in Queensland, after undertaking community consultation.
- Support the implementation of the Department of Housing and Public Works 10-year implementation strategy to provide safe and affordable housing to Queenslanders.
- Facilitate Queensland's disaster management and counter-terrorism arrangements to ensure they remain responsive to the current and emerging risk environment.
- Continue to support the Queensland Disaster Management Committee and Queensland Security Committee.
- Support and monitor delivery of initiatives such as:
 - reforms on personalised transport
 - implementation of the recommendations of the Strachan Commission of Inquiry into Queensland Rail Train Crew Practices
 - the independent inquiry into the tow truck industry
 - funding arrangements for early childhood, school, tertiary and vocational education and training sectors
 - the Gas Action Plan.
- Continue to coordinate Queensland's response to historical fire-fighting foam chemical contamination.
- Continue to coordinate, develop and provide leadership and recommendations for implementation of domestic and family violence and child safety initiatives including:
 - supporting the operation of the Domestic and Family Violence Implementation Council
 - the government's response to relevant child safety and youth detention centre reviews.
 - supporting the Child Protection Reform Leaders Group, Child Protection and Domestic and Family Violence Reform Interdepartmental CEO Committee, and the Domestic and Family Violence Executive Group.
- Continue to coordinate consideration of relevant aspects of the Royal Commission inquiry into institutional child sexual abuse.
- Continue to lead the government's response to the challenge of climate change through co-chairing the 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.
- Support the policy settings to stimulate the advancement of renewable energy, including hydro-electricity, while maintaining affordable and secure supply.

Case studies

Advance Queensland Industry Attraction Fund

The government is committed to building a strong and diversified economy that builds on the state's competitive strengths and generates the knowledge-based jobs of the future. To support this, the Advance Queensland Industry Attraction Fund (AQIAF) was established. It was created to attract businesses to Queensland, either to relocate or establish new projects. Importantly, it contributes to Queensland's ongoing economic competitiveness against other jurisdictions.

Championed by a dedicated panel, chaired by DPC, the AQIAF panel includes representatives from the Department of State Development, Trade and Investment Queensland, Queensland Treasury, and the Department of Science, Information Technology and Innovation.

The \$40 million four-year fund (\$10 million per year), focuses on Queensland's natural advantages—resources in the ground, technical expertise and infrastructure to get products to market quickly and effectively—and provides financial incentives, transfer duty concessions, or in some cases, cash grants to attract projects that generate real economic benefits.

The fund is already proving highly successful. Through the AQIAF, the Queensland Government has successfully attracted:

- Southern Oil Resources' \$18 million Northern Oil advanced Biofuels Pilot Plant in Yarwun
- Oji Fibre Solutions' \$68 million corrugated packaging products manufacturing facility at Yatala
- Soft Bank Group Corporation's Australian headquarters, robotics studio and maintenance facility in Brisbane.

These projects have generated more than 60 new jobs. Combined with a number of projects in the final stages of negotiation, the fund has the potential to generate an additional 500 jobs. There is also a strong pipeline of projects currently under consideration by the panel.

By chairing the panel, DPC ensures a robust whole-of-government approach to attracting innovative, job-creating industries to Queensland. This ensures that successful projects represent maximum value for money, and align with the government's priorities for job creation and economic growth.

A collective effort to address use and harms caused by ice in Queensland

DPC, together with multiple Queensland Government agencies, service providers and the Queensland community are working together to address the devastating impact of ice on families and communities across the state.

The release of the government's draft plan to tackle ice use in Queensland, *Action on ice*, in February 2017, initiated a regional community engagement process to better understand the impacts of ice, particularly in rural, regional and remote communities.

Led by DPC, the Ice Regional Community Engagement Summit held in Rockhampton on 27 April 2017 was the first community consultation event of the series. Hosted by the Premier, the summit brought together more than 150 delegates from across regional Queensland to seek their views on what is currently working, what could be improved, what gaps are evident, and importantly, how government can support local community-led initiatives.

The summit is being followed by a series of regional roundtables to be led by relevant portfolio ministers. DPC successfully delivered the first of these regional roundtables held by the Premier in Townsville on 17 May 2017.

DPC led a whole-of-government budget submission to address the immediate needs of families and communities across the state identified in the consultation process. An \$18 million *Action on ice* package was announced with measures that increase awareness, support families and better equip our frontline service providers to respond to ice use and harms in Queensland.

This package is in addition to the government's investment of \$43 million over five years under *Connecting Care to Recovery 2016–2021* to increase specialist alcohol and other drug services and \$6 million to establish new and enhance existing Drug and Alcohol Brief Intervention Teams and additional specialist alcohol and other drug treatment clinicians across six hospital and health services.

Feedback from stakeholders acknowledges that government cannot address these issues alone. Responding effectively to ice use and harms requires the integrated and combined efforts of many agencies across communities including services, community groups, workplaces, families and individuals.

Further information about the Ice Regional Community Engagement process can be accessed via qld.gov.au/actiononice.



Strategy and Engagement

Strategy and Engagement division takes a leadership role in driving future-focused and whole-of-government policy, representing Queensland's best interests in intergovernmental matters, leading strategic communication, and maximising external engagement for the Queensland Government.

The division leads Queensland's future-focused strategy and policy development, and supports the delivery of the government's priorities, including the Advance Queensland agenda. Strategy and Engagement performs a mix of critical functions including intergovernmental relations, strategic policy, integrated communications, protocol, events coordination and executive correspondence management.

Key achievements for 2016–17

- Led the planning and delivery of whole-of-government communication involving stakeholder and community engagement programs, advertising direction and crisis communication. Achievements include:
 - delivering critical community communication campaigns, comprising:
 - Domestic and Family Violence 'Stop the Hurting' youth campaign
 - The Ice Regional Community Engagement Summit
 - 'We Are Queensland' social cohesion campaign
 - 'Go Local' campaign in response to Tropical Cyclone Debbie Recovery
 - leading the development of the new Smart Savings website to assist Queenslanders to access more concessions and rebates
 - leading the Heads of Communication Network to drive the planning and delivery of whole-of-government communication, strategic stakeholder community engagement programs, digital engagement and crisis communication
 - managing the Government Advertising and Communication Committee process to ensure rigour around government advertising and leading the response to the Queensland Audit Office report into government advertising.
- Led and advised best practice event delivery and sponsorship strategy, for internal and external clients. Achievements include:
 - managing the Queensland Government's role in the inaugural Maroon Festival, celebrating Queensland pride ahead of the State of Origin, and the first Myriad Festival in the southern hemisphere, bringing together some of the world's most innovative minds
 - welcoming 100 Foreign Heads of Mission in Cairns and facilitating a Far North Queensland showcase highlighting local companies with international expertise
 - establishing the Sponsorship and Events Advisory Group to provide a coordinated approach to assessment and implementation of outgoing sponsorships, ensuring value for money investments for the Queensland Government
 - managing 32 outgoing sponsorship relationships including major events, driving key objectives of the Queensland Government such as social cohesion and innovation
 - delivering a range of events and engagement celebration programs, including a program of events across the state celebrating Australia Day 2017 and Queensland Day 2017
 - celebrating outstanding Queenslanders through delivery of significant award programs, including:
 - 2016 Premier's Awards for Excellence to recognise the Queensland public service
 - 2017 Queensland Australian of the Year Awards on behalf of the National Australia Day Council
 - 2017 Queensland Reconciliation Awards to recognise initiatives advancing reconciliation
 - 2017 Queensland Greats Awards to recognise long-term achievement and dedication.

Case study

Smart Savings website

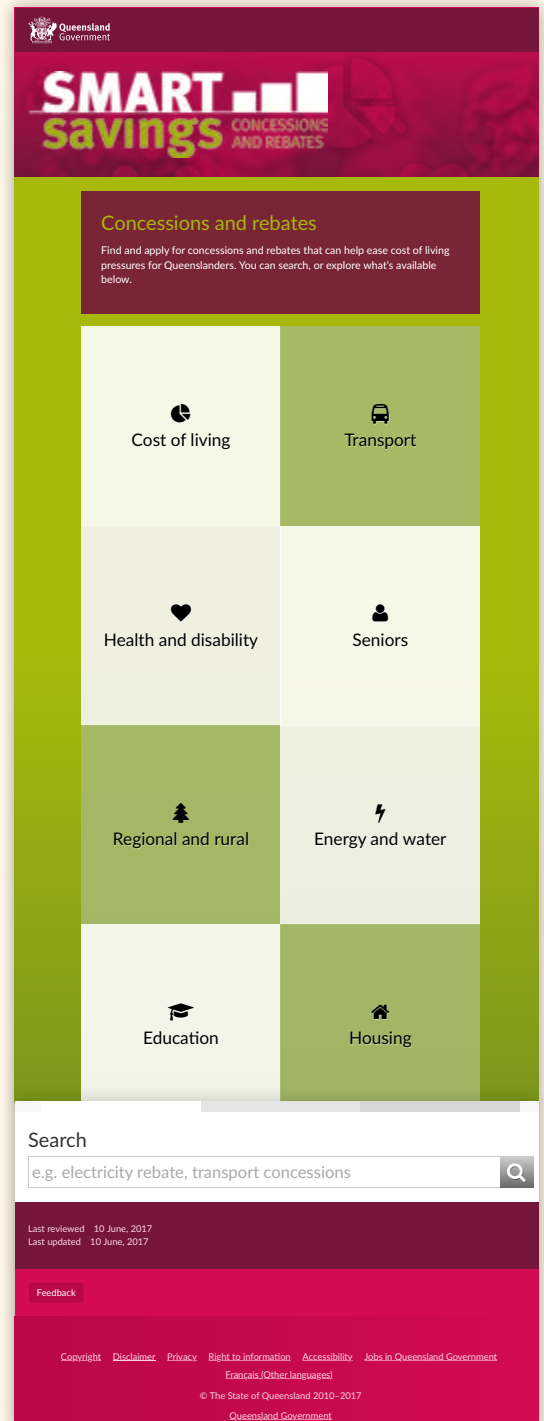
The Queensland Government is delivering \$5.3 billion in concessions and rebates in 2017–18. To ensure Queenslanders can access all the discounts they are entitled to, the Department of the Premier and Cabinet developed the new Smart Savings website.

Available at www.qld.gov.au/smart-savings, the Smart Savings website brings together every concession and rebate available from the Queensland Government under 17 easy-to-navigate headings:

- Cost of living
- Transport
- Health and disability
- Seniors
- Regional and rural
- Energy and water
- Education
- Housing
- Youth
- Training
- Agriculture
- Legal
- Community groups
- Arts and culture
- Sport and recreation
- Volunteering
- Industry.

Concessions include the electricity rebate scheme, which provides a rebate of up to \$340.85 for eligible Queenslanders to cut the cost of electricity, and Home Assist Secure, which helps eligible people over 60, or those with a disability, with assistance to remain living in their home.

The site has already proven popular with 25,290 views in just 20 days between launch and 30 June 2017.



- 
- Performed a leadership and coordination role across government to deliver future-focused strategic policy and ensure Queensland is well positioned to address government-wide issues through intergovernmental forums, in particular the Council of Australian Governments (COAG). Achievements include:

- establishing a COAG taskforce and the Interdepartmental Committee for Intergovernmental Relations to drive whole-of-government engagement on national and state policy matters
- leading Queensland's engagement in the COAG Summit to Reduce Violence Against Women and their Children, and the 2017 Annual Queensland Government—Australian Defence Force Consultative Forum
- leading the Queensland Government's response to the Australian Government's Foreign Policy White Paper
- ensuring Queensland's best interests were strongly represented in COAG and other intergovernmental forums across a range of significant issues including education, critical infrastructure, health and hospital funding, the National Disability Insurance Scheme, domestic violence, Closing the Gap, housing and homelessness, energy, and national security
- leading the negotiation and engagement with the Commonwealth Government and other jurisdictions on amendments to important national agreements, and the development of new national agreements, particularly in the areas of health and education
- supporting the Queensland Plan Ambassadors Council to perform their duties in relation to the Queensland Plan
- developing the Queensland Plan 2015–16 Annual Progress Report to demonstrate the government's progress on implementing the Queensland Plan

- supporting best practice policy making and program design by partnering with departments, researchers, industry and community organisations to highlight emerging policy trends and issues and build strategic policy capacity
- managing the whole-of-government Strategic Policy Network to share information and coordinate policy development across government

- Provided strategic advice and coordination of the Premier's three official overseas visits and 27 official functions, including annual functions recognising Queensland's strong relationships with trading partners such as India, China, Japan and the United States of America.

Future directions for 2017–18

- Lead Queensland's engagement with COAG and other whole-of-government interjurisdictional activities to progress social, economic and environmental reforms.
- Drive Queensland's future-focused strategy and policy development to support the delivery of the government's priorities, including the Advance Queensland agenda.
- Support the Queensland Plan Ambassador Council.
- Provide strategic advice and coordination of events, Premier's official overseas visits and official functions.
- Deliver statewide communication campaigns to target important social issues.
- Implement the Queensland Audit Office recommendations into government advertising.
- Provide a best practice sponsorship process across all Queensland Government agencies.
- Deliver key events and celebration programs for the Premier and high-profile sponsorships such as the inaugural World of Drones Congress 2017.

Government 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.

Key achievements for 2016–17

- Successfully managed two swearing-in ceremonies for new ministers on 11 November 2016 and 10 February 2017.
- Transitioned custody of constitutional documents and government artefacts to the Queensland Museum, Queensland State Archives, State Library of Queensland and the Royal Historical Society of Queensland.
- Coordinated the conduct of the strategic review of the Queensland Audit Office.
- Facilitated the transition to 1 William Street for DPC and Ministerial Offices.
- Provided 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.
- Administered the Anzac Centenary grants program for 50 diverse community projects across Queensland with a total value of approximately \$1 million.
- Engaged the veterans' community via the Queensland Veterans' Advisory Council and supported the Assistant Minister of State Assisting the Premier at the inaugural meeting of the Veterans Ministers' Round Table.

Future directions for 2017–18

- Complete the three-year review of Queensland Government bodies.
- Complete a review of Welcome Aboard: A Guide for Members of Queensland Government Boards, Committees and Statutory Authorities and the Executive Council Handbook.
- Continue to 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 communities both regional and metropolitan.

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 support service area.

Government Services ¹	Notes	2016–17 target/estimate	2016–17 actual
Service standards			
<i>Effectiveness measure</i>			
Customer satisfaction with support and advice provided by Government Services	2	85%	85%
<i>Efficiency measure</i>			
Cost of Government Services as a % of departmental cost	3	14%	13%

Notes:

1. The name of the service area has been amended and was previously named 'Government Executive Support' in the 2015–16 Service Delivery Statement.
2. This service standard informs on overall satisfaction levels with quality, timeliness and support and is derived from an annual customer experience survey. Customers are ministers, chiefs of staff, directors-general and their department's cabinet legislation and liaison officers and senior policy officers.
3. This service standard informs on the overall cost of Government Services as a percentage of the total departmental budget.

Discontinued measures

The following performance measures have been discontinued.

Department of the Premier and Cabinet	Notes	2016–17 target/estimate	2016–17 actual
Service standards			
<i>Effectiveness measure</i>			
Customer satisfaction with support and advice provided by Corporate Services	1	85%	100%
<i>Efficiency measure</i>			
Cost of Corporate Services as a % of departmental cost	2	14%	15.14%

Notes:

1. This standard has been discontinued in response to the Auditor-General's *Report No 18: Monitoring and reporting performance*. Measures of corporate services are not considered appropriate for reporting in the Service Delivery Statement as they do not relate to frontline service delivery.
2. The cost represents an increase due to the overall reduction in whole of department funding.

Office of the Queensland Parliamentary Counsel

The Office of the Queensland Parliamentary Counsel (OQPC) supports democracy and delivers on the government's objectives for the community by providing legislative drafting services to all Queensland public sector agencies and access to legislation on the Queensland legislation website (www.legislation.qld.gov.au).

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

Key achievements for 2016–17

- Delivered the government's legislative program within required timeframes.
- Drafted national scheme legislation on behalf of the Australasian Parliamentary Counsel's Committee.
- Publicly launched a preview version of the new Queensland legislation website.
- Hosted the 2016 Parliamentary Counsel's Committee Australasian Business, Publishing and Information Technology Forum with delegates from all Australian offices of parliamentary counsel, New Zealand, Hong Kong and Singapore.
- Supported the YMCA 2017 Queensland Youth Parliament, including providing assistance with the formatting and supply of eight Youth Bills.

Our performance

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

Legislative drafting and e-publishing	Notes	2016–17 target/estimate	2016–17 actual
Service standards			
<i>Effectiveness measure</i>			
Percentage of client satisfaction with legislative drafting services provided by the Office of the Queensland Parliamentary Counsel	1	85%	97%
<i>Efficiency measure</i>			
Percentage of client satisfaction with the quality of access to legislation available online	1	85%	97%

Notes:

1. This service standard informs on overall satisfaction levels with the quality, timeliness and support provided by Legislative drafting and e-Publishing and is derived from an annual client survey. Customers are ministers, chiefs of staff, directors-general and their department's cabinet legislation and liaison officers and senior policy officers.

In addition to the annual departmental client survey, OQPC seeks feedback from instructing agencies on performance in relation to individual drafting projects. Four standard questions are asked and an opportunity is provided for general commentary:

2016–17 survey questions	Results*
How would you rate the quality of the drafting product?	98%
How would you rate the level of service in providing advice on alternative ways of achieving policy outcomes?	98%
How would you rate the level of service in providing advice on the application of Fundamental Legislative Principles?	98%
How would you rate the level of service provided by the drafter during the drafting project?	100%
Average of all four questions	98%
* Percentage of positive responses received.	

Future directions for 2017–18

- Continue to provide high quality and timely drafting services to support delivery of the government's legislative program and the Parliament.
- Continue to provide accurate and timely access to legislation to the community on the Queensland legislation website.
- Complete full transition to the new Queensland legislation website, including support for the Queensland Government's open data initiative.
- Implement a range of knowledge management and sharing initiatives including redevelopment of OQPC's intranet.

At a glance, in 2016–17:

484
legislative
instruments
drafted

27,371
total pages
drafted

53
government
Bills drafted

13
private members'
Bills drafted

38
amendments
during
consideration
in detail for
government
Bills, totalling
189 pages

23
amendments
during
consideration
in detail
for private
members' Bills,
totalling
98 pages

316
items
of subordinate
legislation
drafted

815
reprints
of legislation

179,788
total pages
reprinted

102
total other
legislative
publications

6666
total pages of
other legislative
publications

4,695,696
total legislation
web hits

Case study

Serious and Organised Crime Legislation Amendment Bill 2016

The Serious and Organised Crime Legislation Amendment Bill 2016 was introduced into the Legislative Assembly on 13 September 2016.

The Bill honoured the government's election commitment in relation to dealing with organised crime and created a new organised crime regime drawing on the recommendations of three reviews commissioned by the government:

- the Queensland Organised Crime Commission of Inquiry
- the Taskforce on Organised Crime Legislation
- the statutory review of the *Criminal Organisation Act 2009*.

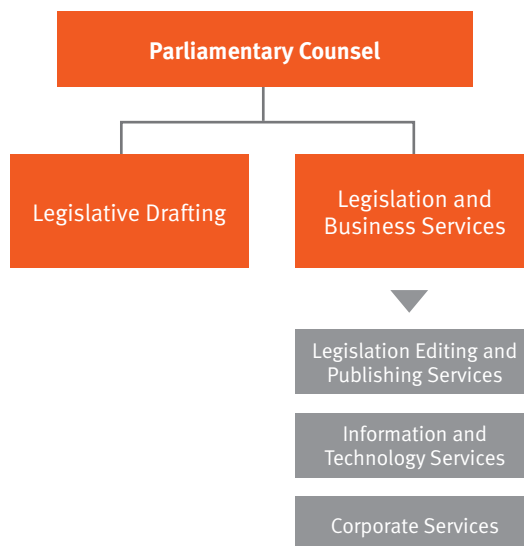
The new regime delivers a comprehensive approach to addressing serious and organised crime across all stages of the criminal justice system with key elements including:

- a new consorting offence
- public safety protection orders consisting of public safety orders, restricted premises orders and fortification removal orders
- extension of the banning of 'colours' to all public places, not just licensed venues
- new offences and increased penalties for child exploitation material offences, sophisticated financial crimes and drug trafficking
- improved powers for police to utilise the new organised crime regime and to investigate and gather evidence of crimes associated with child exploitation and financial crimes.

The drafting of the Bill involved significant collaboration between the Office of the Queensland Parliamentary Counsel, the Department of Justice and Attorney-General, the Queensland Police Service, Crown Law and the Department of the Premier and Cabinet.

Organisational structure

The office is located at 111 George Street, Brisbane and all staff work from that location. The current structure is summarised in the organisational chart:



Office of the Queensland Parliamentary Counsel

Strategic Plan 2016–20

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 2016-17

- 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, and fortify our governance systems to emulate best practice methodology and provide quality outcomes and deliverables.
- To enhance the legislation website and streamline legislative drafting and publishing systems and processes.

Risks

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

Review date: by 1 July 2017

Arts Queensland

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

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

AQ also supports the governance and compliance of statutory bodies and companies 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.

Key achievements for 2016–17

- Announced four-year funding of \$30.55 million to 39 arts and cultural organisations through the Organisations Fund 2017–2020 to deliver arts and cultural activities that generate public value to Queensland. Compared to 2014–16, this funding represents an annual increase of \$570,000 (\$2.28 million over four years) and funding for four additional organisations.
- Invested \$2.08 million in 59 regional Queensland councils. This funding leveraged a further \$1.98 million from local governments, bringing the partnership total up to \$4.06 million for regional arts and cultural projects.
- Allocated \$3.15 million as part of a four-year commitment of \$12.6 million towards the Backing Indigenous Arts initiative that includes support for:
 - 14 Indigenous art centres
 - Cairns Indigenous Art Fair
 - Winds of Zenadth Cultural Festival and Laura Aboriginal Dance Festival
 - professional development opportunities for Indigenous artists including opportunities to exhibit and tour work internationally.
- Supported investment of \$2.8 million, through the Playing Queensland Fund which will support more than 20 regional tours, delivering more than 1600 performances, exhibitions and community engagement activities in more than 400 visits to Queensland communities.
- Initial consultation and business case development was undertaken for regional arts delivery that best supports regional and Indigenous initiatives across the state, which resulted in a 2017–18 budget allocation of \$6.5 million over four years.
- Supported 74 applications totalling \$2.43 million through the Queensland Arts Showcase Program focused on creating employment and training opportunities for Queensland-based artists and arts workers. This included 44 applications from or supporting regional Queensland, totalling \$1.5 million.
- Developed a new Arts Infrastructure Investment Framework to grow a vibrant and sustainable arts and culture sector in Queensland that prioritises infrastructure projects on state-owned arts and cultural facilities, which resulted in a \$175 million budget allocation in the 2017–18 budget over four years.
- Commenced the \$2.25 million Cremorne Theatre, Queensland Performing Arts Centre refurbishment including redesign of stage and seating.
- Secured an uplift to Queensland Museum's (QM) recurrent funding, with an additional \$3.2 million into QM's funding from 2017–18, and \$850,000 allocated in 2016–17, to support the care and preservation of QM's state collection. This collection has grown in value from \$391 million in 2010–11 to \$487 million in 2015–16 with a collection of more than 1.2 million objects and specimens and more than 14 million research items.
- Continued to implement the essential \$28 million infrastructure upgrade program across Queensland's premier cultural institutions ensuring Queensland's arts assets provide world class experiences for visitors to Brisbane's heritage-listed Cultural Precinct.
- Completed the business case for a new performing arts venue with input from 150 stakeholders.

- Finalised the Queensland Cultural Centre Conservation Management Plan, informed through public consultation and guidance from the Queensland Cultural Precinct Design and Heritage Roundtable. The plan provides a framework to understand, manage and preserve the heritage value of the Cultural Centre and will guide future planning.
- Facilitated the appointment of board members for Arts Statutory Bodies and Companies including the Queensland Art Gallery Board, Queensland Performing Arts Trust, Queensland Museum, Queensland Theatre Company, Screen Queensland, Major Brisbane Festivals, Queensland Music Festival and the Aboriginal Centre for Performing Arts.

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	2016–17 target/estimate	2016–17 actual
Service: Investment programs			
Service standards			
<i>Effectiveness measure</i> Customer satisfaction with Arts Queensland's service delivery	1	90%	90%
<i>Efficiency measure</i> Funding provided to arts and cultural sector as a proportion of arts operating budget	2	73%	73%
Service: Facilities management			
Service standards			
<i>Effectiveness measure</i> Utilisation of state-owned arts and cultural facilities	3	5,500,000 visitors	6,625,837 visitors
<i>Efficiency measure</i> Self-generated revenue as a percentage of total revenue	4	17%	17%

Notes:

1. This service standard is a measure of overall customer satisfaction with Arts Queensland service delivery. The method of calculating this measure is based on the *Queensland Government Performance Management Framework Measuring Customer Experience Reference Guide*.
2. This service standard is a measure of efficiency as it demonstrates the relationship between the results achieved (arts and culture funding provided to the public) for the resources used (costs of administering funding). The calculation takes Arts Queensland's total grants investment divided by Arts Queensland total allocation (excluding administered funding and property management costs).
3. This service standard is based on the total attendance figures at the Cultural Precinct South Bank and the Judith Wright Centre of Contemporary Arts. The 2016–17 Actual is higher than expected due to strong audience response to the free GOMA Turns 10 celebratory program, *Marvel: Creating the Cinematic Universe* and the *2017 World Science Festival Brisbane*, the *Dinosaur Discovery* exhibitions and related programming at the Queensland Museum.
4. This service standard measures Arts Queensland's efficiency in leveraging the government's investment in Queensland's premier cultural facilities through revenue generated that contributes to facilities management costs.

Case studies

Four-year funding realises arts-led outcomes for Queensland's disability community

In 2016–17 Arts Queensland introduced four-year core funding for Queensland's small to medium arts and cultural sector, which increased funding to the sector and supported eight new arts organisations including Blue Roo Theatre Company.

Through the Organisations Fund (2017–20), Blue Roo Theatre Company will receive \$280,000 over the four years to deliver a program that works to remove barriers and advance community participation for people with disability.

Blue Roo works to achieve this by providing opportunities for people with disability to be actively involved and engaged in the performing arts.

In 2016–17, Blue Roo expanded new productions and programs for people with disability by exploring new and innovative partnerships, and will be part of the 2018 Commonwealth Games cultural program, presenting their work, *Sea*.

Blue Roo is also participating in an Artist-in-Residency program at Sunnybank Special School providing young people with disability opportunities to develop and express their creative potential through mentoring, exploration and experimentation through performing arts activities and events.

The \$30.5 million Organisations Fund 2017–2020 funded 39 Queensland arts and cultural organisations. Other new entrants included Topology, Bleached Arts, Backbone, BlakDance Australia, Playlab, Queensland Youth Orchestras and Queensland Poetry Festival.

Arts infrastructure project supports the growth and storage of Queensland's state collection

Queensland Art Gallery/Gallery of Modern Art (QAGOMA) is Queensland's premier visual arts institution with a collection comprising more than 17,000 historical and contemporary works —connecting people and art through dynamic exhibitions and programs.

The collection, some items more than 5000 years old, has been housed on level five of Queensland Art Gallery since the building opened in the 1980s. Arts Queensland's \$3.8 million Queensland Art Gallery Collection Storage Mezzanine Floor project in 2016–17 has ensured these artworks are perfectly preserved for future generations.

Responding to Arts Queensland's 2014 storage review for the Cultural Precinct, and supported by historical evidence that a mezzanine was an original intention for a storage area in Queensland Art Gallery, the project commenced in September 2016 and was completed in May 2017.

These works were part of the \$28 million allocated over four years to support critical infrastructure works within the Cultural Precinct as announced in the 2015–16 State Budget.

Arts Queensland worked with QAGOMA, the builder and architect to create a mezzanine floor and hanging system in the existing storage space that has increased the floor space by 30 per cent to 2165m² and increased the hanging storage by more than 1000m².

Queensland Art Gallery now has more permanent storage space and an increased capacity to reconfigure gallery spaces to enhance exhibition areas. This will allow more of its collection pieces to go on public display, including some significant presentations of works telling important stories about Queensland.



Upgraded Collection
Storage at the Queensland
Art Gallery
Image courtesy: QAGOMA
Photograph: Natasha Harth



Future directions for 2017–18

- Engage the Queensland arts sector to develop and implement a new regional framework—with \$6.5 million over four years to deliver Indigenous and regional arts initiatives that will employ dedicated regionally-based arts officers.
- Invest \$2.1 million to implement a dedicated arts incubator space for startup Indigenous performance companies and support new performance commissions at the Cairns Centre of Contemporary Arts and within Indigenous communities.
- Provide funding of \$4.4 million to transform the Sciencentre at the Queensland Museum into a cutting-edge, interactive Science, Technology, Engineering and Mathematics centre to inspire the next generation of Queenslanders.
- Provide \$17.5 million over four years for an Arts Infrastructure Investment Fund administered under the new Arts Infrastructure Investment Framework with priorities for 2017–18 including the upgrade of the Bille Brown Studio.
- Continue to invest \$12.8 million through contestable funding programs including the Organisations Fund, Queensland Arts Showcase Program and Playing Queensland Fund.

Corporate Administration Agency

The Corporate Administration Agency (CAA) provides corporate services under Service Level Agreements (SLAs) to Queensland public sector entities, principally 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 priorities 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 2016–17

- Implemented an automated Accounts Payable solution for the Queensland Gallery of Modern Art.
- Conducted a number of HR-related training courses for managers and supervisors within CAA, CAA's client base and other interested Queensland Government agencies. Focusing on building line manager HR capability, these courses were very well received with positive feedback from participants.
- Established and implemented a new stocktake service for various customers.
- Assisted the implementation of a secure document sharing facility for the Queensland Museum and the Queensland Productivity Commission.
- Increased the functional capacity of the integrated job recording and tracking system to improve the customer experience and productivity of service delivery.
- Implemented various information technology solutions for several customers including the rollout of tablet devices and increased security solutions.
- Increased capability to meet customer-specific requirements such as assets, taxation, workplace health and safety and workforce relations.

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	2016–17 target/estimate	2016–17 actual
Service standards			
<i>Effectiveness measure</i>	1	90%	88%
Customer satisfaction with CAA Services			
<i>Efficiency measure</i>	2,3	break even	(\$121,992)
CAA operating surplus/(deficit)			
Self-generated revenue as a percentage of total revenue	4,5	90%	65%

Notes:

1. Overall customer satisfaction is obtained through the annual customer survey.
2. This service standard indicates how well CAA is managing its resources to provide economic pricing to customers.
3. The deficit is due to the utilisation of cash reserves to invest in business solutions focused on innovation, improved automation and self-service.
4. As 65 per cent of CAA costs are made up of salaries, the efficiency measure has been amended to cater for situations where a pay increase is greater than consumer price index.
5. The 2016–17 performance result of 65 per cent is reflective of pricing not exceeding CPI or Public Service award. The remaining 35 per cent was impacted by the base accommodation increase of four per cent, associated utilities of up to 10 per cent and vendor price increases above 2.5 per cent.

Future directions for 2017–18

- 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 improved self-service and mobility facilities, tablets and the internet.
- Continue to:
 - increase the functional capacity of the integrated job recording and tracking system to further improve customer experience and productivity of service delivery
 - develop and align business planning with the government's strategic direction and objectives.

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 2016–17

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

- employed 652.49 full-time equivalent employees (FTEs), including 50.34 FTEs in the Office of the Queensland Parliamentary Counsel, 124.6 FTEs in Arts Queensland and 70.84 FTEs in the Corporate Administration Agency
- comprised a workforce in which 66.57 per cent were women and 61.33 per cent of all senior executive and senior officer roles were occupied by women
- maintained a workforce with an average age of 42.09 years compared with the service-wide average of 44.20 years
- provided part-time work opportunities with participation by 15.38 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 4.51 per cent
- no early retirement, redundancy or retrenchment packages were paid during this period.

Key achievements 2016–17

- Focused on employee performance through the implementation of an online performance management system for senior officer staff and below. The new performance system integrates with the department's existing online learning management system and supports employee performance and development using the 70:20:10 learning framework, a combination of experiential (70 per cent), social (20 per cent) and formal learning (10 per cent) activities.
- Introduced a 12-month management program to build the managerial capability of current and future managers. This program adopts the 70:20:10 learning framework and combines foundational programs with other activities designed to challenge and inspire innovative thinking and workforce practices.
- Demonstrated our commitment to stopping violence against women through our participation in the White Ribbon Australia workplace accreditation program. Under this program the department is working with 12 other Queensland Government agencies to build safer and more respectful workplaces and achieve accreditation on 25 November 2017.
- Reviewed our induction and onboarding processes to foster positive working relationships and better support new starters to transition and assimilate into their roles and connect with our vision and culture. The review incorporated the introduction of quarterly face to face inductions with the executive management team, an onboarding survey and tools to support managers and teams induct new starters.

- Consolidated the rollout of all mandatory training programs under a three-year forward program to strengthen our commitment to good governance and ensure high levels of integrity and accountability across the department.
- Launched the 2016–17 Aboriginal and Torres Strait Islander Cultural Capability Action Plan. The plan has seen promising and tangible work towards developing a more culturally responsive organisation, which includes a suite of cultural capability training, with several programs delivered to departmental staff throughout the year. Highlights included:
 - the presentation by prominent Indigenous business people Wayne Denning, founder of Carbon Media and Terri Waller, founder of SevGen at the July 2016 Speakers series, sharing their knowledge and personal experiences with DPC staff
 - raising awareness of Aboriginal and Torres Strait Islander cultural capability through internal communication and the Policy Futures graduate program. This program has realised the appointment of four Aboriginal and Torres Strait Islander graduates who will be onboarded as part of the 2018 program, supporting the goal of building cultural capability to improve economic participation.
- Delivered elements of the DPC Leadership Roadmap, which was designed to strengthen connections, conversations and collaboration for DPC's leaders.
- Responded to Queenslanders impacted by ex-Tropical Cyclone Debbie with 74 DPC employees volunteering to support response and recovery efforts. Nine employees worked at the State Disaster Coordination Centre assisting with logistics and communications, while 46 of our 65 recovery volunteers provided frontline support across the state in affected regions from the Whitsunday Coast to the South East corner through the community recovery ready reserve program.

- Coordinated the Policy Futures graduates program that drives whole-of-government policy capability development. Thirty-one graduates commenced in February 2017.
- Developed a 2016–17 Corporate Social Responsibility Plan *DPC Gives*. The plan outlines our objectives for 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.

Future directions for 2017–18

- Build a more inclusive and diverse workforce and culture reflective of the broader community we serve.
- Develop and implement a new recruitment and selection framework that supports the attraction and retention of people from diverse backgrounds.
- Continue to build employee capability with a focus on maximising DPC's capacity to work more flexibly.

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 122 employees during 2016–17. The training focused on integrity and accountability and was delivered online through the department's learning management systems.

Corporate support functions

Corporate Governance Group (CGG)

The CGG meets monthly to assist the Director-General in discharging his accountabilities to achieve the department's objectives. CGG held eight ordinary, two out-of-session, and 11 extraordinary meetings during 2016–17.

Membership

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

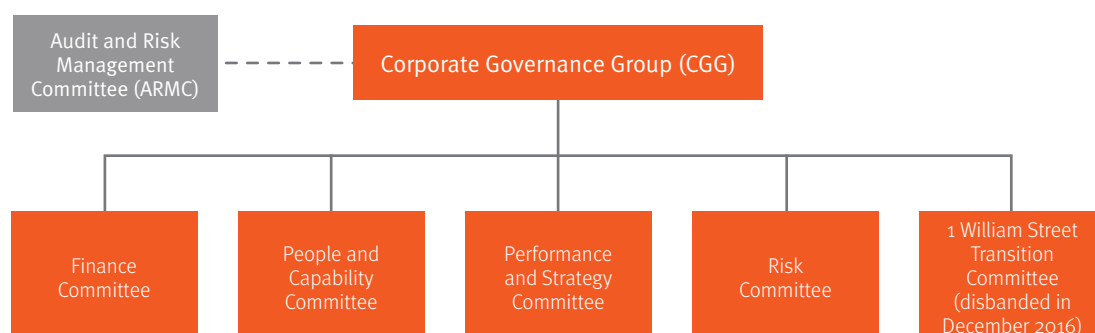
- Deputy Director-General, Corporate and Government Services
- Deputy Director-General, Strategy and Engagement
- Deputy Director-General, Policy
- Cabinet Secretary
- Deputy Director-General, Arts Queensland
- Queensland Parliamentary Counsel
- Executive Director, Office of the Director-General.

Role

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



The Finance Committee

The Finance Committee meets quarterly and provides reports to the CGG. The committee met six times during the year and is chaired by the Deputy Director-General, Policy.

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 and 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. The committee met four times during the year and is chaired by the Deputy Director-General, Strategy and Engagement.

Role

The Performance and Strategy Committee has a performance (operational) and a strategy (transformational) role. Its performance role is to oversee:

- delivery of key commitment, objectives and priorities
- performance management practices in the department as outlined in the DPC Corporate Performance Management Framework.

The Committee's strategy role is to:

- drive the implementation of the strategic plan
- identify transformational projects and initiatives
- determine the selection, prioritisation and resourcing of projects and other activities
- oversee key stakeholder relationships, feedback and strategies.

People and Capability Committee

The People and Capability Committee meets quarterly and provides reports to the CGG. The committee met four times during the year and is chaired by the Deputy Director-General, Corporate and Government Services.

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 the year and is chaired by the Queensland Parliamentary Counsel.

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 was established temporarily and provided reports to the CGG. The committee met 10 times during 2016–17. The committee was disbanded in December 2016.

Role

The role of the 1 William Street Transition Committee was to monitor the delivery of transition projects and guide the transition team regarding business requirements and management of issues.

Audit and Risk Management Committee (ARMC)

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

During 2016–17, the ARMC observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines, issued in 2012. In accordance with its terms of reference the ARMC met four times during 2016–17.

The Chief Finance Officer, the Director Internal Audit and Risk, a representative from the Queensland Audit Office (QAO) and a representative from the internal audit service provider have standing invitations as observers to attend all committee meetings. Departmental officers may be invited to attend meetings as required.

Membership

The ARMC comprises:

Name	Committee role	Position	Portion of the year as a member
Jenny Parker	Chair	Independent	July 2016 – June 2017
Neil Jackson	Member	Independent	July 2016 – June 2017
Bronwyn Morris	Member	Independent	July 2016 – June 2017
Peter McKay	Member	Deputy Commissioner, PSC	July 2016 – June 2017
Filly Morgan	Member	Deputy Director-General, Corporate and Government Services, DPC	July 2016 – June 2017
Dave Stewart	Attendee	Director-General	July 2016 – June 2017
Robert Setter	Attendee	Commission Chief Executive, Public Service Commission	July 2016 – June 2017

Role

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.

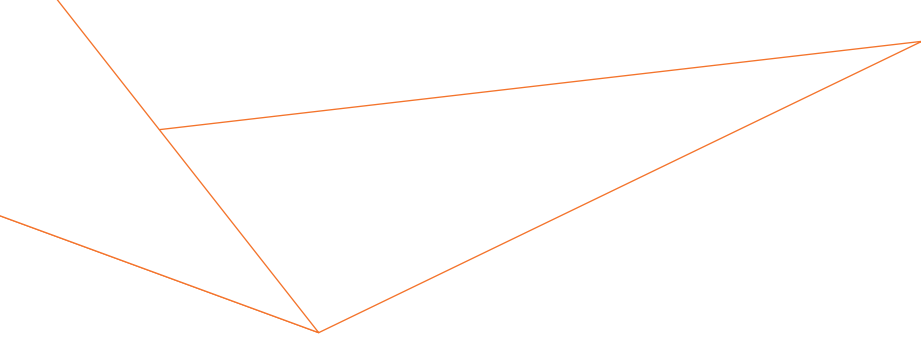
The ARMC also serves the Commission Chief Executive, Public Service Commission.

Remuneration

As the chair of the committee, Jenny Parker is entitled to be paid \$230 (excluding GST) per hour, to prepare for and attend meetings. The Chair attended all four meetings held during 2016–17 and received \$7370 (excluding GST) for this period.

As an independent member of the committee, Neil Jackson is entitled to be paid \$210 per hour (excluding GST) to prepare for and attend meetings. The independent member attended all four meetings held during 2016–17 and received \$5040 (excluding GST) in remuneration.

As an independent member of the committee, Bronwyn Morris is entitled to \$210 per hour (excluding GST) to prepare for and attend meetings. The independent member attended all four meetings



held during 2016–17 and received \$5040 (excluding GST) in remuneration.

Key achievements for 2016–17

- Approved the annual internal audit plan and monitored the ongoing delivery of the internal audit program, which included 13 reviews across the department.
- Approved the updates to departmental risk management materials based on the QAO risk maturity assessment template.
- 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).
- Endorsed the financial statements for 2015–16 and considered the ongoing financial position of the department.
- Considered the ongoing corporate governance and risk management activities.

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.

DPC's 2016–2020 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 2016–17 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, KPMG.

Internal audit provides independent assurance and advice to the Director-General, senior management and the 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 QAO. The internal audit function is continually monitored to ensure it operates effectively, efficiently and economically.

Key achievements for 2016–17

- Developed an internal audit plan based on strategic risks and operational risk registers and presented the plan to the ARMC for approval.
- Successfully executed the internal audit plan, providing reports to the ARMC and Director-General.
- Monitored and reported on the 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 2016–17, the following reports were published by the QAO that were relevant to DPC:

QAO Report 1: 2016–17 – Strategic procurement

This report examined departmental compliance with the Queensland Procurement Policy in relation to the procurement of services and supplies. The report specifically recommended that DPC work with Queensland Treasury and the Department of Housing and Public Works (DHPW) to review and confirm the role and authority of the Office of the Chief Advisor-Procurement, and assess the merits of retaining the role within DHPW (rather than within a central agency). In response to a general recommendation that agencies develop a procurement plan, DPC is in the process of implementing such a plan.

QAO Report 3: 2016–17 – Follow-up: Monitoring and reporting performance

This report was a follow-up on Report 18: 2013–14 – Monitoring and reporting performance (tabled 26 June 2014), in which QAO sought to determine if non-financial performance information in budget papers was outcome-based and whether it was relevant, useful, readily understood and measured what it was stated to measure. In response, the DPC Corporate Performance Management Framework was approved at the 23 February 2017 meeting of the CCG. DPC's Performance Unit has also reviewed the Queensland Government Performance Management Framework to address the recommendations in the original audit report.

QAO Report 8: 2016–17 – 2015–16 Results of financial audits

This report summarises QAO's analysis of the financial position, performance, and sustainability of the Queensland Government, as reported in the consolidated state government financial statements. It also summarises the timeliness and quality of financial reporting by public sector entities. The Auditor-General has certified without qualification that DPC has complied with financial management requirements, the financial statements are accurate

and fair and that DPC met the statutory timeframes for the preparation of the financial reports for 2016–17.

QAO Report 16: 2016–17 – Government advertising

This report examined the economy of government purchasing of advertising, the effectiveness of a selection of advertising campaigns, and the application of governance frameworks. DPC agreed to all recommendations and is leading implementation.

QAO Report 17: 2016–17 – Organisational structure and accountability

This audit reviewed the strategic plan and organisational structure of 18 departments, and assessed how these plans reference the government's overarching strategic direction and clearly demonstrate the department's contribution towards them.

Information systems

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

DPC uses an electronic document and records management system to provide secure, effective and efficient management of corporate records and also for workflow of ministerial and executive correspondence. A customised version of this system is used for managing whole-of-government proposed Cabinet submissions. This business system has enhanced information security and business functionality.

Key achievements for 2016–17

- Successful transition into 1 William Street with minimal disruption of DPC IT services while continuing to supporting a mobile and flexible workforce.
- Implemented a face-to-face Information Security Awareness Training program across the department.



Records management

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

Key achievements for 2016–17

- As part of the 1 William Street transition, a significant proportion of the department's physical records were transferred to either the Queensland State Archives or secure offsite storage facilities.

Future directions for 2017–18

- The department's electronic document and records management system is being upgraded. The upgrade will give enhanced system functionality, performance and security. The Information Management team is continuing to encourage a 'paperlite' culture by providing support and advice (including policies and guides) that fosters good record keeping practices and reduces reliance on physical paper records.

Open data

The following datasets 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 and customer service.

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 and is the Queensland representative on the Council for the Order of Australia. 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.

Tess Bishop

Deputy Director-General, Strategy and Engagement

As Deputy Director-General, Tess leads the Strategy and Engagement Division and is responsible for intergovernmental relations, strategic policy, executive correspondence and the integrated communications and protocol functions within DPC. Appointed to the role in January 2017, Tess has more than 18 years' experience across the public and private sectors in Australia and the United Kingdom.

Prior to this role, Tess was a Senior Executive in Queensland Health managing the Office of the Director-General. She has previously held senior positions in the Queensland and Victorian public sector and has experience working in both central and line agencies. Tess's career in government is complemented by her extensive experience in the private sector, including her work with KPMG Europe, where she forged strategic relationships with business and industry stakeholders.

Voted by her peers, Tess was awarded an Australia Day Certificate of Achievement in January 2017. Tess is a graduate of the Australian Institute of Company Directors and holds a Masters of International Relations, a Graduate Diploma in Business Management and a Bachelor of Arts majoring in political science and public policy.

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 and infrastructure 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. 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.

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 the preparation of legislation 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.

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 the preparation of legislation 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.

Statutory reports

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	Terms of Reference	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	<i>Constitution of Queensland Act 2001</i>	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	Terms of Reference	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>Queensland Plan Act 2014</i>	See Boards and committees section
Queensland Social Cohesion Implementation Committee	Terms of Reference	See Boards and committees section
Queensland Theatre Company	<i>Queensland Theatre Company Act 1970</i>	Separate Annual Report prepared
Queensland Veterans' Advisory Council	Terms of Reference	See Boards and committees section
Screen Queensland Pty Ltd	<i>Corporations Act 2001 (Cth)</i>	Tables financial statements and see Boards and committees section

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 2016–17 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 have been no directives issued under the Act.

A total of 326 staff were employed under the Act for the financial year ending 30 June 2017, with 229 staff employed as at 30 June 2017.

Legislation

The following legislation is administered through DPC on behalf of the Premier as at 30 June 2017:

- *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 2016–17

Summary of financial performance

For the year ended 30 June 2017, the department reported income of \$245.9 million, a decrease from 2015–16 of \$5.6 million or two per cent. This reduction in income primarily stems from one-off events in 2015–16, including facilitating the Far North Queensland Economic Summit and the Advance Queensland Investment and Innovation Summit, as well as reduced legal spend on state representation at various Commissions of Inquiry. Further, the Commonwealth also provided a contribution towards Anzac Legacy Gallery initiatives during 2015–16.

Offsetting the decrease in revenue was additional income received from administering the Queensland Rail Train Crewing Practices Commission of Inquiry and other rail link reviews during 2016–17.

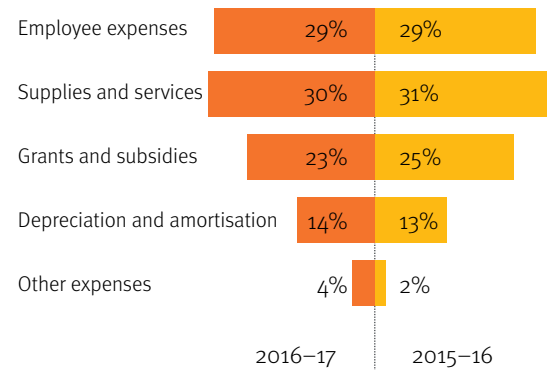
A breakdown of the department's income from continuing operations and comparison to prior year performance is highlighted in Figure 1.

Figure 1 – Comparison of income from continuing operations

Revenue category	2016–17 \$'000	2015–16 \$'000	Variance
Appropriation revenue	204,433	208,474	(2%)
User charges and fees	39,144	34,851	12%
Grants and other contributions	260	4539	(94%)
Other revenue	2015	3600	(44%)
Total income from operations	245,852	251,464	(2%)

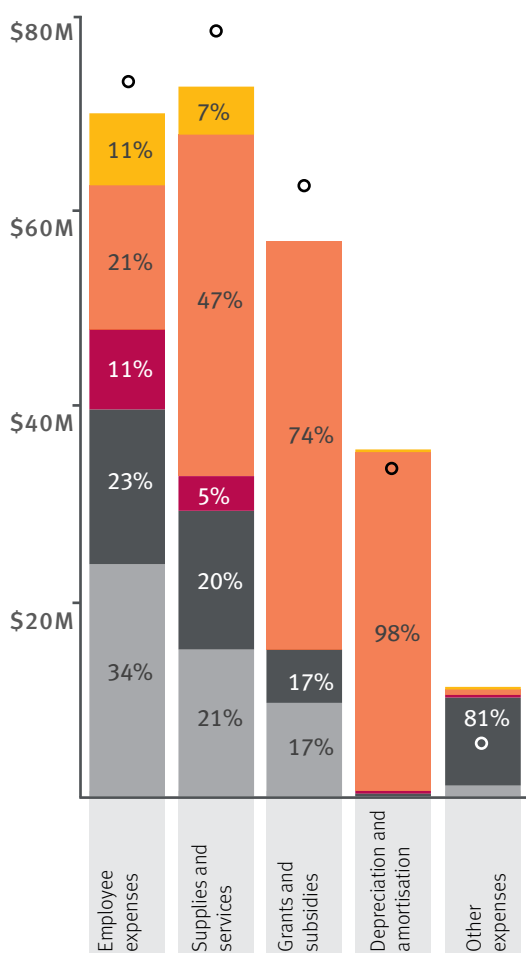
Expenditure trends in 2016–17 generally correlated with the decrease in income. As highlighted in Figure 2, the proportion of spend for each expenditure category, when compared to total spend, has remained consistent from the prior year.

Figure 2 – Expenditure by category as a proportion of total spend



The breakdown of each expenditure category by major departmental service and shared service providers is highlighted in Figure 3.

Figure 3 – 2016–17 Expenditure by category by major departmental service



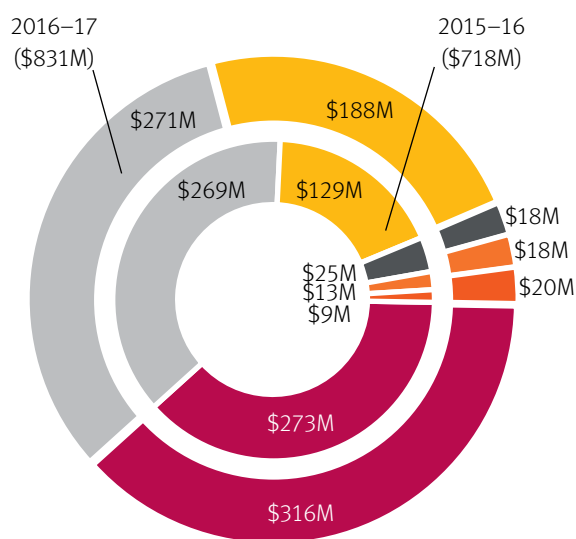
- Corporate Administration Agency
- Arts Queensland
- Legislative Drafting and ePublishing
- Government Services
- Policy Advice, Coordination and Cabinet Support
- 2015–16 total

Summary of financial position

A major undertaking in 2016–17 was the comprehensive revaluation of Arts Queensland buildings by State Valuation Services. This revaluation significantly contributed to the increase in net property, plant and equipment holdings at 30 June 2017 by \$113.8 million. The primary driver for the asset increase was due to the buildings' conditions being in a better state of repair than expected at this point in time in their respective asset lifecycle. This resulted in the extension of the buildings' useful life and associated impact on adjustments to the accumulated depreciation.

A breakdown of asset holdings and comparison of values between years is highlighted in Figure 4.

Figure 4 – Asset holdings by category



Asset category	2016–17	2015–16
Heritage and cultural assets	\$316M	\$273M
Land	\$271M	\$269M
Buildings	\$188M	\$129M
Cash	\$18M	\$25M
Receivables and loan receivable	\$18M	\$13M
Other	\$20M	\$9M

Administered funding

For the year ended 30 June 2017, the department's administered funding totalled \$154 million (\$131.3 million in 2015–16).

The distribution of administered funding between entities is highlighted in Figure 5.

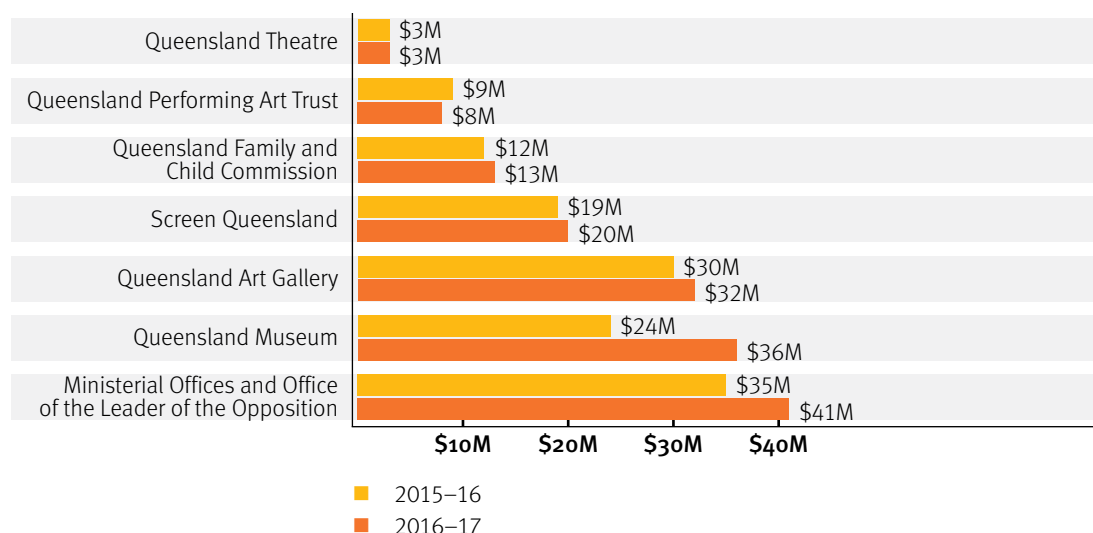
The increase in administered payments when compared to the prior year was primarily due to providing additional funding to Queensland Museum to develop a cutting edge interactive Science, Technology, Engineering and Mathematics centre, refresh exhibits, and for collection and critical asset maintenance. Also, additional funding was provided to the Queensland Art Gallery for Blockbuster Exhibitions and to Queensland Family and Child Commission for the reviews of blue card and foster care systems.

Chief Finance Officer Assurance

In accordance with the requirements of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Director-General with a statement confirming the financial internal controls of the department are operating efficiently, effectively and economically in conformance with section 57 of the Financial and Performance Management Standard 2009.

The statement indicated no deficiencies or breakdowns in internal controls, which would impact adversely on the department's financial governance or financial statements for the year.

Figure 5 – Administered funding distribution by entity





Queensland
Government

Department of the Premier and Cabinet
Financial Statements
for the year ended 30 June 2017

Department of the Premier and Cabinet
Financial Statements
for the year ended 30 June 2017

Table of Contents

Statement of Comprehensive Income	3
Statement of Financial Position	4
Statement of Changes in Equity	5
Statement of Cash Flows	6
Statements by Major Departmental Services and Shared Service Providers	8
Notes to the Financial Statements	
Section A: Notes about our Financial Performance	10
A1 Revenue	10
A2 Expenses	11
Section B: Notes about our Financial Position	13
B1 Cash and Cash Equivalents	13
B2 Receivables and Loans Receivable	13
B3 Intangible Assets	14
B4 Property, Plant and Equipment	15
B5 Payables	19
B6 Interest-Bearing Liabilities	19
B7 Accrued Employee Benefits	19
B8 Appropriations Recognised in Equity	19
Section C: Notes about our Risks and Other Accounting Uncertainties	20
C1 Financial Contingencies	20
C2 Financial Commitments	20
C3 Financial Risk Disclosures	20
C4 Events Occurring after Balance Date	21
Section D: Notes about our Performance compared to Budget	22
D1 Budget to Actual Comparison – Statement of Comprehensive Income	22
D2 Budget to Actual Comparison – Statement of Financial Position	23
D3 Budget to Actual Comparison – Statement of Cash Flows	25
Section E: Notes about our Administered Activities	27
E1 Schedule of Administered Income, Expenses, Assets and Liabilities	27
E2 Budget to Actual Comparison – Administered Activities	30
Section F: Other Information	32
F1 Objectives and Principal Activities of the Department	32
F2 Key Management Personnel (KMP)	33
F3 Basis of Financial Statement Preparation	36
Certification	
Management Certificate	39
Independent Audit Report	40

Department of the Premier and Cabinet
Statement of Comprehensive Income
for the year ended 30 June 2017

	Notes	Economic Entity		Parent Entity	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Income from Continuing Operations					
Appropriation revenue	A1-1	204,433	208,474	204,433	208,474
User charges and fees	A1-2	40,461	36,010	39,144	34,851
Grants and other contributions	A1-3	20,062	23,351	260	4,539
Other revenue		2,502	3,912	2,015	3,600
Total Income from Continuing Operations		267,458	271,747	245,852	251,464
Expenses from Continuing Operations					
Employee expenses	A2-1	72,963	74,821	70,859	72,793
Supplies and services	A2-2	72,723	78,873	71,730	77,924
Grants and subsidies	A2-3	71,615	73,476	56,934	61,145
Depreciation and amortisation	B3 & B4	35,300	33,252	35,296	33,247
Other expenses	A2-4	11,227	6,345	11,006	6,286
Total Expenses from Continuing Operations		263,828	266,767	245,825	251,395
Operating Result for the Year		3,630	4,980	27	69
Other Comprehensive Income					
Increase (decrease) in asset revaluation surplus	B4	135,309	56,639	135,309	56,639
Total Other Comprehensive Income		135,309	56,639	135,309	56,639
Total Comprehensive Income		138,939	61,619	135,336	56,708

The accompanying notes form part of these statements.

Department of the Premier and Cabinet
Statement of Financial Position
as at 30 June 2017

	Notes	Economic Entity		Parent Entity	
		2017	2016	2017	2016
		\$'000	\$'000	\$'000	\$'000
Current Assets					
Cash and cash equivalents	B1	31,687	36,126	18,354	24,599
Receivables and loans receivable	B2	13,959	8,073	11,561	7,277
Inventories	9	9	22	9	22
Prepayments		1,972	1,517	1,897	1,388
Total Current Assets		47,627	45,738	31,821	33,286
Non-current Assets					
Receivables and loans receivable	B2	6,517	5,235	6,431	5,315
Intangible assets	B3	2,469	2,937	2,469	2,937
Property, plant and equipment	B4	790,643	676,755	790,631	676,739
Total Non-current Assets		799,629	684,927	799,531	684,991
Total Assets		847,256	730,665	831,352	718,277
Current Liabilities					
Payables	B5	14,164	15,297	14,008	15,099
Interest-bearing liabilities	B6	4,822	1,251	4,822	1,251
Accrued employee benefits	B7	3,236	2,917	3,147	2,823
Unearned revenue		664	699	664	699
Total Current Liabilities		22,886	20,164	22,641	19,872
Non-current Liabilities					
Payables	B5	1,006	243	813	-
Interest-bearing liabilities	B6	5,553	5,242	5,553	5,242
Accrued employee benefits	B7	52	42	-	-
Total Non-current Liabilities		6,611	5,527	6,366	5,242
Total Liabilities		29,497	25,691	29,007	25,114
Net Assets		817,759	704,974	802,345	693,163
Equity					
Contributed equity		606,648	632,802	606,648	632,802
Accumulated surplus/deficit		19,163	15,533	3,749	3,722
Asset revaluation surplus		191,948	56,639	191,948	56,639
Total Equity		817,759	704,974	802,345	693,163

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 2017

	Notes	Economic Entity		Parent Entity	
		2017	2016	2017	2016
		\$'000	\$'000	\$'000	\$'000
Contributed equity					
Balance as at 1 July		632,802	659,907	632,802	659,907
<i>Transactions with owners as owners:</i>					
Appropriated equity injections	B8	10,183	4,886	10,183	4,886
Appropriated equity withdrawals	B8	(36,337)	(31,991)	(36,337)	(31,991)
Balance as at 30 June		606,648	632,802	606,648	632,802
Accumulated Surplus					
Balance as at 1 July		15,533	10,553	3,722	3,653
<i>Operating Result:</i>					
Operating Result from Continuing Operations		3,630	4,980	27	69
Balance as at 30 June		19,163	15,533	3,749	3,722
Asset Revaluation Surplus					
Balance as at 1 July		56,639	-	56,639	-
<i>Other Comprehensive Income:</i>					
Increase (decrease) in asset revaluation surplus	B4	135,309	56,639	135,309	56,639
Balance as at 30 June		191,948	56,639	191,948	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 2017

		Economic Entity		Parent Entity	
		2017	2016	2017	2016
	Notes	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
<i>Inflows:</i>					
Service appropriation receipts	A1-1	203,184	206,019	203,184	206,019
User charges and fees		40,346	36,570	39,030	35,208
Grants and other contributions		20,062	22,844	260	4,242
Interest receipts		539	610	187	137
GST input tax credits from ATO		13,870	12,820	12,437	11,828
GST collected from customers		3,738	4,219	3,628	4,139
Other		2,238	2,828	2,037	2,828
<i>Outflows:</i>					
Employee expenses		(72,801)	(74,987)	(70,704)	(72,970)
Supplies and services		(75,994)	(75,224)	(74,977)	(74,142)
Grants and subsidies		(71,810)	(72,467)	(57,129)	(60,121)
Finance/borrowing costs		(187)	(425)	(187)	(137)
GST paid to suppliers		(14,602)	(14,091)	(13,060)	(12,800)
GST remitted to ATO		(3,818)	(4,084)	(3,703)	(4,015)
Other		(8,091)	(1,714)	(7,870)	(1,991)
Net cash provided by operating activities	CF1	36,674	42,918	33,133	38,225
Cash flows from investing activities					
<i>Inflows:</i>					
Sales of property, plant and equipment		-	2	-	2
Loans and advances redeemed		1,573	2,233	1,260	2,618
<i>Outflows:</i>					
Payments for property, plant and equipment	B4	(13,412)	(4,085)	(13,412)	(4,085)
Payments for intangibles	B3	(15)	(273)	(15)	(273)
Loans and advances made		(7,096)	(5,597)	(5,142)	(5,734)
Net cash used in investing activities		(18,950)	(7,720)	(17,309)	(7,472)
Cash flows from financing activities					
<i>Inflows:</i>					
Equity injections	B8	10,183	4,886	10,183	4,886
Proceeds from borrowings		5,048	5,731	5,142	5,734
<i>Outflows:</i>					
Equity withdrawals	B8	(36,134)	(31,941)	(36,134)	(31,941)
Borrowing redemptions		(1,260)	(2,568)	(1,260)	(2,593)
Net cash used in financing activities		(22,163)	(23,892)	(22,069)	(23,914)
Net increase (decrease) in cash and cash equivalents					
		(4,439)	11,306	(6,245)	6,839
Cash and cash equivalents - opening balance		36,126	24,820	24,599	17,760
Cash and cash equivalents - closing balance	B1	31,687	36,126	18,354	24,599

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 2017

CF1 Reconciliation of Operating Results to Net Cash from Operating Activities

	Economic Entity		Parent Entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Operating surplus/(deficit)	3,630	4,980	27	69
Non-cash items:				
Depreciation and amortisation expense	35,300	33,252	35,296	33,247
Loss on disposal of plant and equipment	16	105	16	105
Impairment reversal	-	(41)	-	(41)
Revaluation decrement	-	1	-	1
Bad debts expense	17	32	17	15
Change in assets and liabilities				
(Decrease)/increase in deferred appropriation refundable to Consolidated Fund	5,960	(2,035)	5,960	(2,035)
(Increase)/decrease in trade debtors	(43)	(393)	(62)	(320)
(Increase)/decrease in other receivables	(713)	(656)	(773)	(656)
(Increase)/decrease in GST receivable	(735)	(533)	(622)	(238)
(Increase)/decrease in long service leave reimbursement receivable	21	138	21	138
(Increase)/decrease in annual leave reimbursement receivables	(175)	496	(175)	496
(Increase)/decrease in inventories	13	26	13	26
(Increase)/decrease in other current assets	(455)	(18)	(509)	62
Increase/(decrease) in GST payable	77	(81)	76	(65)
Increase/(decrease) in payables	(6,533)	7,134	(6,441)	6,929
Increase/(decrease) in accrued employee benefits	329	453	324	434
Increase/(decrease) in other current liabilities	(35)	58	(35)	58
Net cash from operating activities	36,674	42,918	33,133	38,225

Department of the Premier and Cabinet
Statement of Comprehensive Income by Major Departmental Services and Shared Service Providers
for the year ended 30 June 2017

	Policy Advice and Coordination, and Cabinet Support				Government Services		Legislative Drafting and e-Publishing				Arts Queensland				Corporate Administration Agency		General Not Attributed ¹ & Inter- Service/Unit Eliminations				Total	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Income from Continuing Operations																						
Appropriation revenue	45,816	47,456	41,468	50,367	12,033	13,288	104,071	96,053					123	185	922	1,125			204,433	208,474		
User charges and fees	3,179	38	2,398	1,979	96	46	22,248	21,252					12,354	12,665	(1,131)	(1,129)			39,144	34,851		
Grants and other contributions	-	409	-	3,602	-	46	260	399					81	82	(81)	1			260	4,539		
Other revenue	640	400	933	1,423	104	62	263	1,616					76	99	(1)	-			2,015	3,600		
Total Income from Continuing Operations																						
Operations	49,635	48,303	44,799	57,371	12,233	13,442	126,842	119,320					12,634	13,031	(291)	(3)			245,852	251,464		
Expenses from Continuing Operations																						
Employee expenses	23,750	24,179	15,992	17,253	8,060	8,985	14,720	14,145					7,478	7,266	859	965			70,859	72,793		
Supplies and services	15,012	9,935	14,252	26,004	3,683	4,012	34,727	33,579					4,996	5,464	(940)	(1,072)			71,730	77,922		
Grants and subsidies	9,582	13,224	5,449	8,927	44	98	41,862	38,882					0	1	(3)	13			56,934	61,145		
Depreciation and amortisation	178	522	135	319	215	265	34,667	31,921					101	148	-	72			35,296	33,247		
Other expenses	1,113	443	8,970	4,868	231	82	712	725					180	150	(200)	20			11,006	6,288		
Total Expenses from Continuing Operations																						
Operations	49,635	48,303	44,799	57,371	12,233	13,442	126,588	119,253					12,755	13,029	(284)	(3)			245,825	251,395		
Operating Result for the Year																						
	-	-	-	-	-	-	155	67					(121)	2	(7)	-			27	69		
Other Comprehensive Income																						
Increase (decrease) in asset revaluation surplus	-	-	-	-	-	-	135,309	56,639					-	-	-	-			135,309	56,639		
Total Other Comprehensive Income																						
	-	-	-	-	-	-	135,309	56,639					-	-	-	-			135,309	56,639		
Total Comprehensive Income																						
	-	-	-	-	-	-	135,464	56,706					(121)	2	(7)	-			135,336	56,708		

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
for the year ended 30 June 2017**

	Policy Advice and Coordination, and Cabinet Support			Government Services			Legislative Drafting and e-Publishing			Arts Queensland			Corporate Administration Agency			Inter-Service/Unit Eliminations			Total	
	2017 \$'000	2016 \$'000	2015 \$'000	2017 \$'000	2016 \$'000	2015 \$'000	2017 \$'000	2016 \$'000	2015 \$'000	2017 \$'000	2016 \$'000	2015 \$'000	2017 \$'000	2016 \$'000	2015 \$'000	2017 \$'000	2016 \$'000	2015 \$'000	2017 \$'000	2016 \$'000
Current Assets																				
Cash and cash equivalents	3,068	2,194	10,302	12,525	(478)	147	1,524	6,300	3,433	(2)	-	18,354	24,599							
Receivables and loans receivable	2,207	1,006	807	1,281	391	189	7,877	3,747	491	1,198	(144)	11,561	7,277							
Inventories	-	-	-	15	-	-	9	7	-	-	-	9	22							
Prepayments	194	45	282	387	139	2	-	-	1,283	954	-	1,897	1,388							
Total Current Assets	5,470	3,245	11,390	14,208	52	338	9,410	10,054	5,714	5,585	(144)	31,821	33,286							
Non-current Assets																				
Receivables and loans receivable	464	-	349	-	-	-	5,620	5,315	-	-	(2)	6,431	5,315							
Intangible assets	245	447	111	214	2,114	2,276	-	-	-	-	-	2,469	2,937							
Property, plant and equipment	-	34	3	113	260	46	790,325	676,399	45	147	(2)	790,631	676,739							
Total Non-current Assets	709	481	463	327	2,374	2,322	795,945	681,714	45	147	(4)	799,531	684,991							
Total Assets	6,178	3,726	11,853	14,535	2,425	2,660	805,355	691,768	5,759	5,732	(218)	831,352	718,277							
Current Liabilities																				
Payables	2,441	783	9,623	11,272	522	484	1,232	2,439	404	265	(213)	14,008	15,099							
Interest-bearing liabilities	-	-	-	-	-	-	4,822	1,251	-	-	-	4,822	1,251							
Accrued employee benefits	1,142	940	862	764	343	327	534	512	265	280	1	3,147	2,823							
Unearned revenue	12	-	12	-	5	-	-	90	635	609	-	664	699							
Total Current Liabilities	3,595	1,723	10,497	12,036	869	811	6,588	4,292	1,304	1,154	(144)	22,641	19,872							
Non-current Liabilities																				
Payables	464	-	349	-	-	-	-	-	-	-	-	813	-							
Interest-bearing liabilities	-	-	-	-	-	-	5,554	5,242	-	-	(1)	5,553	5,242							
Total Non-current Liabilities	464	-	349	-	-	-	5,554	5,242	-	-	(1)	6,366	5,242							
Total Liabilities	4,059	1,723	10,846	12,036	869	811	12,142	9,534	1,304	1,154	(144)	29,007	25,114							

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 2017**

Section A: Notes about our Financial Performance

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	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Budgeted appropriation revenue	207,641	215,600	207,641	215,600
Transfer from/(to) other headings	(2,330)	(7,738)	(2,330)	(7,738)
Lapsed departmental services appropriation	(2,127)	(1,843)	(2,127)	(1,843)
Total appropriation receipts (cash)	203,184	206,019	203,184	206,019
Plus: Departmental Services - non-current receivable from the Consolidated Fund (Refer to Note B2)	813	-	813	-
Plus: Opening balance of deferred appropriation payable to Consolidated Fund (Refer to Note B5)	420	2,455	420	2,455
Less: Closing balance of deferred appropriation payable to Consolidated Fund (Refer to Note B5)	(6,380)	(420)	(6,380)	(420)
Net Appropriation Revenue	198,037	208,054	198,037	208,054
Plus: Deferred appropriation refundable to Consolidated Fund (expenses) (Refer to Note A2-4)	6,396	420	6,396	420
Appropriation Revenue recognised in the Statement of Comprehensive Income	204,433	208,474	204,433	208,474

Appropriations provided under the *Appropriation Act 2016* are recognised as revenue when received. Where an appropriation receivable or payable has been recorded in the financial statements as at 30 June, 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 (Refer to Section E: Notes about Administered Activities).

A1-2: User Charges and Fees

Corporate services partnership agreements	12,856	12,866	12,856	12,866
Facility services revenue	12,215	11,663	12,215	11,663
Car park revenue	8,199	7,892	8,199	7,892
Sales of goods/services	4,028	610	4,028	610
Other	3,163	2,979	1,846	1,820
Total	40,461	36,010	39,144	34,851

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.

Sales of goods/services includes transactions of \$3.64m with related parties.

A1-3: Grants and Other Contributions

Contributions from Queensland Government departments	20,062	19,634	260	1,032
Commonwealth contributions	-	3,717	-	3,507
Total	20,062	23,351	260	4,539

Grants and other contributions revenue is recognised in the year in which the department obtains control over the grant or contribution (control is generally obtained at the time of receipt).

Contributions from Queensland Government departments are related party transactions.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017**

A2 Expenses

A2-1: Employee Expenses	Economic Entity		Parent Entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Employee Benefits				
Wages and salaries	56,342	58,427	54,526	56,681
Employer superannuation contributions	7,548	7,440	7,379	7,278
Annual leave levy	5,723	5,615	5,719	5,603
Long service leave levy	1,265	1,299	1,265	1,292
Termination benefits	206	429	206	429
Other employee benefits	995	1,048	953	1,012
Employee Related Expenses				
Workers' compensation premium	187	215	181	210
Other employee related expenses	697	348	630	288
Total	72,963	74,821	70,859	72,793
Number of Full-Time Equivalent (FTE) Employees	672	664	652	644

Wages and salaries are recognised based on the period where service has been received. Sick leave is non-vesting with an expense recognised when leave is taken.

The department undertakes a whole of government Policy Futures graduate program which employed 63 graduates during 2016-17. The department receives reimbursement of costs from other agencies (related parties) which is fully offset against wages and salaries.

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*. QSuper is a related party.

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Central Scheme, 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. These schemes are administered by Queensland Treasury which is a related party.

Workers' compensation premiums are paid to WorkCover Queensland which is a related party.

FTE employees are calculated based on the Minimum Obligatory Human Resources Information (MOHRI) method. The reported FTEs above includes 70 FTE employees that were engaged in the provision of corporate services to other agencies in 2016-17 (67 FTE employees in 2015-16).

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

A2-2: Supplies and Services				
Building maintenance	20,908	19,293	20,908	19,293
Building services	19,560	18,306	19,312	18,071
Consultants and contractors	10,268	7,811	10,264	7,821
Information technology bureau services	7,213	8,799	7,061	8,688
Professional services	4,584	13,011	4,440	12,874
Advertising and communications	4,493	4,930	4,338	4,796
Outsourced corporate support	1,435	1,515	1,435	1,515
Telephone and communications support	824	806	800	777
Travel	767	891	646	765
Venue hire	361	820	361	820
Hospitality and official functions	353	372	335	359
Other	1,957	2,319	1,830	2,145
Total	72,723	78,873	71,730	77,924

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 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 grants and subsidies in Note A2-3. Supplies and services includes transactions of \$22.077m with related parties represented by other Queensland Government entities, none of which are considered material other than Department of Housing and Public Works for property rent amounting to \$8.277m for the year ended 30 June 2017.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017**

A2-3: Grants and Subsidies

	Economic Entity		Parent Entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Recurrent				
Grants to private sector entities	43,643	39,350	28,962	27,019
Grants to government entities and statutory bodies	21,291	23,239	21,291	23,239
Grants to individuals	256	141	256	141
Total recurrent	65,190	62,730	50,509	50,399
Capital				
Grants to government entities and statutory bodies	4,033	3,878	4,033	3,878
Grants to private sector entities	-	2	-	2
Total capital	4,033	3,880	4,033	3,880
Subsidy payments				
Contributions	688	6,265	688	6,265
Donations and gifts made	1,704	601	1,704	601
Total subsidy payments	2,392	6,866	2,392	6,866
Total	71,615	73,476	56,934	61,145

Grants occur when a payment or contribution is made to an organisation or person in return for performance of a certain objective in compliance with certain terms and conditions and which does not directly give approximately equal value in return to the department.

A subsidy payment is a payment or contribution made to an organisation or person which is in essence, a form of financial assistance to reduce all or part of the costs of a recipient in meeting its own objectives.

Grants and subsidies are recognised when the obligation for a transfer of resources arises according to the terms of the funding agreement.

Grants to private sector entities include the Major Performing Arts Organisations Funding, Organisations Fund, Playing Queensland Fund, Arts Ignite and Arts Impact.

Grants and subsidies includes transactions of \$14.403m with related parties represented by other Queensland Government entities.

A2-4: Other Expenses

Deferred appropriation refundable to Consolidated Fund	6,396	420	6,396	420
Sponsorships	2,950	1,061	2,776	1,061
Insurance premiums - QGIF	427	440	410	425
External audit fees*	344	318	313	289
Interest	186	134	187	137
Losses from disposal of property, plant and equipment	16	105	16	105
Deferred revenue refundable to other entities	-	3,500	-	3,500
Special payments - ex-gratia payments	-	11	-	11
Other	908	356	908	338
Total	11,227	6,345	11,006	6,286

*Total audit fees quoted by the Queensland Audit Office (QAO) relating to the 2016-17 financial statements was \$443,150 (2015-16 \$438,700). This fee includes the provision of audit services to the administered entity, Ministerial Offices and Office of the Leader of the Opposition, which has been recovered by the department. There are no non-audit services included in the amount.

The Queensland Government Insurance Fund (QGIF) is an internal Queensland Treasury managed fund to oversee the State Government's self-insurance scheme. Queensland Treasury is a related party.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

Section B: Notes about our Financial Position

B1 Cash and Cash Equivalents

	Economic Entity		Parent Entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Imprest accounts	34	34	33	33
Cash at bank and on hand	31,653	36,092	18,321	24,566
Total	31,687	36,126	18,354	24,599

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques received but not banked at 30 June 2017, as well as short-term investments redeemable within three months.

All departmental bank accounts are grouped within the whole of government set-off arrangement with the Queensland Treasury Corporation (QTC) and as such, do not earn interest on surplus funds. Interest earned on the aggregate set-off arrangement balances accrues to the Consolidated Fund.

B2 Receivables and Loans Receivable

Current

Trade debtors	2,962	2,919	2,871	2,809
Advances	200	200	200	200
Less: Allowance for impairment loss	(200)	(200)	(200)	(200)
Net Advances	-	-	-	-
GST input tax credits receivable	2,617	1,882	2,047	1,425
GST payable	(296)	(373)	(279)	(355)
Net GST receivable	2,321	1,509	1,768	1,070
Loans receivable	6,544	1,498	4,822	1,251
Annual leave reimbursements	1,008	833	1,008	833
Accrued Receivable	506	564	474	564
Long service leave reimbursements	180	201	180	201
Other receivables	438	549	438	549
Total current receivables and loans receivable	13,959	8,073	11,561	7,277

Non-current

Loans receivable	5,639	5,162	5,553	5,242
Appropriation receivable	813	-	813	-
Lease incentives	65	73	65	73
Total non-current receivables and loans receivable	6,517	5,235	6,431	5,315

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 QTC. QTC is a related party.

Applicants apply for the loan through SQ and once approved, AQ recognise a loan receivable and payable (Note B6) with interest (charged at a book rate which is 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.

Non-current appropriation receivable relates a future amount owed to the department from the Consolidated Fund to offset the non-current payable recognised for the straight-lining of leases for 1 William Street (Refer Note B5).

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

B3 Intangible Assets

	Economic Entity		Parent Entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Software Internally Generated				
At cost	5,689	5,507	5,689	5,507
Less: Accumulated amortisation	(3,235)	(2,752)	(3,235)	(2,752)
Total Software Internally Generated	2,454	2,755	2,454	2,755
Software Work in Progress				
At cost	15	182	15	182
Total Software Work In Progress	15	182	15	182
Total	2,469	2,937	2,469	2,937

Intangible Assets Reconciliation

	Software Internally Generated		Software WIP		Total	
	2017	2016	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Economic Entity						
Carrying amount at 1 July	2,755	2,396	182	770	2,937	3,166
Acquisitions	-	-	15	273	15	273
Transfers between classes	182	806	(182)	(806)	-	0
Impairment reversal	-	7	-	-	-	7
Transfers out to operating expense	-	-	-	(55)	-	(55)
Amortisation	(483)	(455)	-	-	(483)	(455)
Carrying amount at 30 June	2,454	2,755	15	182	2,469	2,937
Parent Entity						
Carrying amount at 1 July	2,755	2,396	182	770	2,937	3,166
Acquisitions	-	-	15	273	15	273
Transfers between classes	182	806	(182)	(806)	-	0
Impairment reversal	-	7	-	-	-	7
Transfers out to operating expense	-	-	-	(55)	-	(55)
Amortisation	(483)	(455)	-	-	(483)	(455)
Carrying amount at 30 June	2,454	2,755	15	182	2,469	2,937

B3-1: Recognition and Measurement

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 general administration, other indirect or overhead costs and training costs are expensed as incurred.

There is no active market for any of the department's intangible assets. As such, intangible 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 outlined in Note B3-2.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

B3-2: Amortisation Expense and Impairment

Amortisation Expense

Amortisation of intangibles is performed on a straight-line basis.

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

The residual value of intangible assets has been determined to be zero reflecting the estimated amount to be received on disposal at the end of their useful life.

Key Estimate: Intangible assets are amortised on a straight-line basis between 5-33%. The estimation of useful life and resulting amortisation rates are based on a number of factors including the department's past experience, the planned replacement program and expected usage, wear and tear, obsolescence and fiscal capacity. Useful lives are reviewed on an annual basis.

Impairment

Intangible assets are assessed annually for impairment using a combination of external and internal impairment indicators. Intangible assets are principally assessed for impairment by reference to the actual and expected continuing use of the asset by the department, including discontinuing the use of the asset.

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 or depreciated replacement cost. An impairment loss is recognised immediately in the Statement of Comprehensive Income.

Key Judgement: If an indicator of possible impairment exists, management determine the asset's recoverable amount.

No intangible assets were impaired at 30 June 2017.

B4 Property, Plant and Equipment

B4-1: Closing balances and reconciliation of carrying amounts

	Economic Entity		Parent Entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Plant and Equipment				
At cost	4,932	7,429	4,838	7,335
Less: Accumulated depreciation	(2,856)	(5,318)	(2,774)	(5,240)
Total Plant and Equipment	2,076	2,111	2,064	2,095
Land				
At fair value	270,600	269,100	270,600	269,100
Total Land	270,600	269,100	270,600	269,100
Buildings				
At fair value	304,500	256,657	304,500	256,657
Less: Accumulated depreciation	(116,758)	(127,629)	(116,758)	(127,629)
Total Buildings	187,742	129,028	187,742	129,028
Heritage and Cultural Assets				
At fair value ¹	640,192	733,268	640,192	733,268
Less: Accumulated depreciation ¹	(324,184)	(460,467)	(324,184)	(460,467)
Total Heritage and Cultural Assets	316,008	272,801	316,008	272,801
Capital works in progress				
At cost - Buildings	14,217	3,715	14,217	3,715
Total Capital works in progress	14,217	3,715	14,217	3,715
Total	790,643	676,755	790,631	676,739

1. The fair value and accumulated depreciation for Heritage and Cultural Assets (Buildings) experienced significant fluctuations in 2016-17 due to the comprehensive revaluations undertaken and the associated extension of the remaining useful lives.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

Property, Plant and Equipment Reconciliation

Economic Entity	Plant and Equipment	Capital Works in Progress	Land	Buildings	Heritage and Cultural Assets Level 3	Total
Fair Value Level ¹	-	-	Level 2	Level 3	Level 3	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July 2016	2,111	3,715	269,100	129,028	272,801	676,755
Acquisitions	270	13,142	-	-	-	13,412
Disposals	(16)	-	-	-	-	(16)
Transfers between asset classes	71	(2,640)	-	1,111	1,458	-
Net revaluation increments/(decrements)	-	-	1,500	66,986	66,823	135,309
Depreciation	(360)	-	-	(9,383)	(25,074)	(34,817)
Carrying amount at 30 June 2017	2,076	14,217	270,600	187,742	316,008	790,643
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 ²	-	(601)	-	(275,052)	275,653	-
Net revaluation increments/(decrements)	-	-	27,400	9,414	19,824	56,638
Impairment reversals	34	-	-	-	-	34
Depreciation	(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
Parent Entity						
Carrying amount at 1 July 2016	2,095	3,715	269,100	129,028	272,801	676,739
Acquisitions	270	13,142	-	-	-	13,412
Disposals	(16)	-	-	-	-	(16)
Transfers between asset classes	71	(2,640)	-	1,111	1,458	-
Net revaluation increments/(decrements)	-	-	1,500	66,986	66,823	135,309
Depreciation	(356)	-	-	(9,383)	(25,074)	(34,813)
Carrying amount at 30 June 2017	2,064	14,217	270,600	187,742	316,008	790,631
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 ²	-	(601)	-	(275,052)	275,653	-
Net revaluation increments/(decrements)	-	-	27,400	9,414	19,824	56,638
Impairment reversals	34	-	-	-	-	34
Depreciation	(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

1. Definitions of fair value levels are provided in Note B4-4.

2. As a result of the heritage listing of the Brisbane 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.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

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.

Asset Category	Amount	Asset Category	Amount
Land	\$1	Heritage and cultural assets	
Buildings	\$10,000	Buildings	\$10,000
Plant and equipment	\$5,000	Artwork	\$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 to the department of the existing asset. Maintenance expenditure that merely restores original service potential (lost through ordinary wear and tear) is expensed.

B4-3: Measurement Using Historical Cost

Plant and equipment is measured at cost in accordance with the *Non-Current Asset Policies for the Queensland Public Sector (NCAP)*. The carrying amounts for such plant and equipment is not materially different from their fair value.

B4-4: Measurement Using Fair Value

Land, buildings, and heritage and cultural assets are measured at fair value as required under the NCAP. Fair value is measured and disclosed in the financial statements according to the following fair value hierarchy, which is 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.

None of the department's 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 year. Refer to Note B4-1 for a reconciliation from opening balances to closing balances for fair value measurements categorised within Level 3 of the fair value hierarchy.

Revaluation of Property, Plant and Equipment

Buildings, and heritage and cultural buildings are comprehensively revalued at least once every five years by independent professional valuers. Land, and heritage and cultural artwork assets are comprehensively revalued annually.

The department engaged the State Valuation Service (SVS) this financial year to perform a comprehensive valuation of building and heritage and cultural building assets using the depreciated replacement cost (DRC) valuation method and a comprehensive market valuation of land assets. The effective date of the valuations was 30 June 2017. 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.

Mr Josh Milani was engaged to perform a comprehensive market valuation of heritage and cultural artwork assets. Mr Milani is an approved valuer for the Commonwealth Cultural Gifts Scheme and is experienced in the valuation of heritage and cultural artwork.

When assets have not been comprehensively valued 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. With the exception of heritage and cultural artwork, 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 revaluation status of property, plant and equipment as at 30 June 2017 are summarised in the following table:

Asset Class	Land	Buildings	Heritage and Cultural Assets	
			Buildings	Artwork
Effective Revaluation Date	June 2017	June 2017	June 2017	June 2017
Prior Comprehensive Revaluation	May 2016	June 2012	June 2012	May 2016
Next Scheduled Comprehensive Revaluation	2017-18	2021-22	2021-22	2017-18

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

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 (including heritage listing).

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.

B4-5: Depreciation Expense and Impairment

Depreciation Expense

Depreciation of property, plant and equipment is performed on a straight-line basis. Land is not depreciated as it has unlimited useful life. Heritage and cultural assets (artwork) 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 and cultural assets (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	N/A
Buildings	1-33%
Heritage and cultural assets	
Buildings	1-33%
Artwork	N/A
Plant and equipment	5-33%

The estimation of useful life and resulting depreciation rates are based on a number of factors including the department's past experience, the planned replacement program and expected usage, wear and tear, obsolescence and fiscal capacity. Useful lives are reviewed on an annual basis.

Impairment

Property, plant and equipment is assessed annually for impairment using a combination of external and internal impairment indicators.

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 or 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 assessment is performed in consultation with Arts Queensland Property and Facilities Management. If an indicator of possible impairment exists, management determine the asset's recoverable amount.

No items of property, plant and equipment were impaired at 30 June 2017.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

B5 Payables

	Economic Entity		Parent Entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Current				
Deferred appropriation refundable to Consolidated Fund	6,380	420	6,380	420
Trade creditors and accruals	6,368	9,973	6,212	9,775
Grants and subsidies payable	678	873	678	873
Deferred revenue refundable to other entities	-	3,500	-	3,500
Other	738	531	738	531
Total Current Payables	14,164	15,297	14,008	15,099
Non-Current				
Other	1,006	243	813	-
Total Non-Current Payables	1,006	243	813	-

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

Interest-bearing liabilities are recognised at cost, plus any establishment expenses. All borrowings by the department are from QTC. QTC is a related party. 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 fair value of interest-bearing liabilities and borrowing rates are set out in Note C3-4. 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	389	298	389	298
Annual leave levy payable	1,552	1,599	1,463	1,505
Accrued salaries and wages	1,295	1,020	1,295	1,020
Total Current	3,236	2,917	3,147	2,823
Non-Current				
Accrued long service leave	52	42	-	-
Total Non-Current	52	42	-	-

The Parent Entity's financial statements do not contain a provision for annual leave or long service leave 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.

B8 Appropriations Recognised in Equity

Budgeted equity adjustment appropriation	(15,217)	(23,539)	(15,217)	(23,539)
Lapsed equity adjustment	(10,734)	-	(10,734)	-
Unforeseen expenditure	-	(3,516)	-	(3,516)
Equity adjustment receipts (payment)	(25,951)	(27,055)	(25,951)	(27,055)
Less: Opening balance of equity adjustment receivable	-	(50)	-	(50)
Less: Closing balance of equity adjustment payable	(203)	-	(203)	-
Equity adjustment recognised in Contributed Equity	(26,154)	(27,105)	(26,154)	(27,105)

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

Section C: Notes about our Risks and Other Accounting Uncertainties

C1 Financial Contingencies

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

C2 Financial Commitments

	Economic Entity		Parent Entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
C2-1: Non-Cancellable Operating Lease Commitments				
Not later than one year	5,201	212	4,993	-
Later than one year and not later than five years	22,094	510	21,782	-
Later than five years	65,193	-	65,193	-
Total Non-Cancellable Operating Leases	92,488	722	91,968	-
C2-2: Capital Expenditure Commitments				
Not later than one year	2,450	-	2,450	-
Later than one year and not later than five years	-	-	-	-
Total Capital Expenditure Commitments	2,450	-	2,450	-

In preparation of the 2016-17 financial statements, the department identified amounts disclosed as capital expenditure commitments in the 2015-16 financial statements that were capital maintenance (operating expenditure) commitments. Comparative numbers reported in the 2015-16 financial statements have been restated above to correct these errors for both the consolidated entity and the department.

C3 Financial Risk Disclosures

C3-1: Financial Instrument 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. The department has the following categories of financial assets and financial liabilities:

Financial Assets		Notes				
Cash and cash equivalents	B1	31,687	36,126	18,354	24,599	
Receivables and loans receivable	B2	20,476	13,308	17,992	12,592	
Total Financial Assets		52,163	49,434	36,346	37,191	
Financial Liabilities						
Payables	B5	15,170	15,540	14,821	15,099	
Interest-bearing liabilities - QTC borrowings		10,375	6,493	10,375	6,493	
Total Financial Liabilities		25,545	22,033	25,196	21,592	

C3-2: Financial Risk Management

Financial risk management is implemented pursuant to government and departmental policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

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

Risk Exposure	Measurement Method
Credit risk	Ageing analysis, earnings at risk
Liquidity risk	Sensitivity analysis
Market risk	Interest rate sensitivity analysis

The department has no material liquidity or market risks. The department has credit risk exposure through the RFFF loan facility.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017**

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.

This credit risk is mitigated through the use of a credit management strategy. The strategy involves the SQ board approving all new loan arrangements after a comprehensive application process and an on-going monitoring process. 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.

C3-3: Financial Assets

The collectability of receivables is assessed periodically with provision being made where receivables are impaired. 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. Ageing of past due but not impaired receivables are disclosed in the following table:

2017 Financial Assets Past Due but Not Impaired

	Economic Entity					Parent Entity				
	Overdue					Overdue				
	Less than 30 Days \$'000	30 - 60 Days \$'000	61-90 Days \$'000	More than 90 Days \$'000	Total \$'000	Less than 30 Days \$'000	30 - 60 Days \$'000	61-90 Days \$'000	More than 90 Days \$'000	Total \$'000
2017	1,316	90	23	60	1,489	1,316	90	23	45	1,474
2016	880	340	34	40	1,294	880	340	34	37	1,291

C3-4: Fair Value

All financial assets and liabilities are measured at cost. The fair value of borrowings is notified by QTC and is calculated using a weighted average rate. For the year ended 30 June 2017, the weighted average borrowing rate was 2.54%, ranging from 1.86% to 3.09%.

	Economic Entity				Parent Entity			
	2017		2016		2017		2016	
	Carrying Amount \$'000	Fair Value \$'000	Carrying Amount \$'000	Fair Value \$'000	Carrying Amount \$'000	Fair Value \$'000	Carrying Amount \$'000	Fair Value \$'000
Financial Assets								
Loans receivable	12,183	12,183	6,660	6,660	10,375	10,434	6,493	6,647
Total	12,183	12,183	6,660	6,660	10,375	10,434	6,493	6,647
Financial Liabilities								
Interest-bearing liabilities	10,375	10,434	6,493	6,647	10,375	10,434	6,493	6,647
Total	10,375	10,434	6,493	6,647	10,375	10,434	6,493	6,647

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 matters of significance to the financial statements which occurred after 30 June 2017.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

Section D: Notes about our Performance compared to Budget

D1 Budget to Actual Comparison – Statement of Comprehensive Income

	Variance Notes	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000
Income from Continuing Operations				
Appropriation revenue		207,641	204,433	(3,208)
User charges and fees	1	35,527	39,144	3,617
Grants and other contributions		357	260	(97)
Other revenue	2	324	2,015	1,691
Total Income from Continuing Operations		243,849	245,852	2,003
Expenses from Continuing Operations				
Employee expenses		72,649	70,859	(1,790)
Supplies and services		70,401	71,730	1,329
Grants and subsidies	3	64,473	56,934	(7,539)
Depreciation and amortisation		33,450	35,296	1,846
Other expenses	4	2,876	11,006	8,130
Total Expenses from Continuing Operations		243,849	245,825	1,976
Operating Result for the Year		-	27	27
Other Comprehensive Income				
Increase (decrease) in asset revaluation surplus	5	23,637	135,309	111,672
Total Other Comprehensive Income		23,637	135,309	111,672
Total Comprehensive Income		23,637	135,336	111,699

1. Actual user charges and fees were higher than budget primarily due to cost recovery agreements with state government entities for the Queensland Rail train crewing practices Commission of Inquiry and rail link projects (\$3.17m), as well as additional facilities management revenue collected from tenants at the Brisbane culture precinct to offset increased costs (\$0.67m). This increase has been partly offset by less than expected revenue collected from Southbank carparks (\$0.20m). These items represents \$3.64m of the variance, with a further \$0.43m of offsets not material enough to be individually presented.

2. Actual other revenue was higher than budget primarily due to the recognition of in-kind support associated with archive storage (\$0.51m) and staff support from other departments assisting with the Queensland Rail train crewing practices Commission of Inquiry, Queensland Parole System Review and North West Minerals Province Taskforce (\$0.27m). The increase is also due to additional sponsorship received for state run events (\$0.70m) and sale of assets as a result of the relocation to 1 William Street (\$0.11m). These items represents \$1.59m of the variance.

3. Actual grants and subsidies were less than budget primarily due to the reallocation of costs towards reducing youth crime in Townsville initiatives within the Department of Justice and Attorney-General (\$1.70m), undertaking reviews of blue card and foster care systems at the Queensland Family and Child Commission (QFCC) (\$1.12m), as well as an internal reallocation to meet expenditure associated with the Queensland Parole System Review (\$0.58m). The decrease is also due to costs associated with arts infrastructure upgrades (\$1.75m) and delivering community-driven activities to build social cohesion (\$1.62m) postponed until 2017-18. These items represent \$6.77m of the variance.

4. Actual other expenses were higher than budget primarily due to the recognition of excess 2016-17 appropriation owed to the Consolidated Fund (\$6.40m), as well as additional sponsorship payments made during the year for Myriad Group activities, World of Drones Congress, White Ribbon Day Breakfast and Maroon Festival (\$1.53m). These items represent \$7.93m of the variance, with \$0.39m of offsets not material enough to be individually presented.

5. Actual other comprehensive income was higher than budget due to the outcome of undertaking a comprehensive revaluation of Arts Queensland buildings and heritage assets. This represents the variance.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

D2 Budget to Actual Comparison – Statement of Financial Position

	Variance Notes	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000
Current Assets				
Cash and cash equivalents	6	13,414	18,354	4,940
Receivables and loans receivable	7	5,542	11,561	6,019
Inventories		23	9	(14)
Prepayments	8	1,721	1,897	176
Total Current Assets		20,700	31,821	11,121
Non-current Assets				
Receivables and loans receivable	9	5,399	6,431	1,032
Intangible assets	10	2,756	2,469	(287)
Property, plant and equipment	11	652,922	790,631	137,709
Total Non-current Assets		661,077	799,531	138,454
Total Assets		681,777	831,352	149,575
Current Liabilities				
Payables	12	5,959	14,008	8,049
Interest-bearing liabilities	13	1,300	4,822	3,522
Accrued employee benefits	14	2,748	3,147	399
Unearned revenue		640	664	24
Total Current Liabilities		10,647	22,641	11,994
Non-current Liabilities				
Payables	9	-	813	813
Interest-bearing liabilities		5,399	5,553	154
Total Non-current Liabilities		5,399	6,366	967
Total Liabilities		16,046	29,007	12,961
Net Assets		665,731	802,345	136,614
Equity				
Total Equity	15	665,731	802,345	136,614

6. Actual cash and cash equivalents were higher than budget primarily due to recognition of excess 2016-17 appropriation owed to the Consolidated Fund at year end (\$6.38m), as well as higher than anticipated balances associated with Anzac Centenary commemoration grants (\$0.66m) and reducing Domestic and Family Violence activities (\$0.63m). This increase has been partly offset by higher than expected Goods and Services Tax (GST) receivable at year end (\$2.45m). This represents \$5.22m of the variance, with a further \$0.28m of offsets not material enough to be individually presented.

7. Actual current receivables and loans receivable were greater than budget due to new loans from the RFFF, as well as associated transfers between current and non-current categories (\$3.52m). The increase is also due to higher than expected GST receivable at year end (\$2.45m). This represents \$5.97m of the variance.

8. Actual prepayments were greater than budget primarily due to an increase in contractually required upfront payments made by Corporate Administration Agency (CAA) to information technology providers (\$0.30m). This increase was partly offset by the realignment of the telespresence video system contract to financial years therefore, no longer being prepaid (\$0.18m). This represents \$0.12m of the variance.

9. Actual non-current receivables and loans receivable, and non-current payables were higher than budget primarily due to adopting the straight-line leasing accounting methodology on 1 William Street rental agreements. This represents \$0.81m of the variance.

10. Actual intangibles were lower than budget due to delaying the implementation of a new Joiners, Leavers and Movers system until 2017-18 (\$0.40m) and the expensing of the ServiceNow software that was originally planned to be capitalised (\$0.06m). This decrease

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

has been partly offset by additional costs associated with implementing the eLegislation system (\$0.15m) and commencement of upgrading the whole of government Performance Information Management System (\$0.02m). This represents the variance.

11. Actual property, plant and equipment was higher than budget primarily due to a comprehensive land, building and heritage assets revaluation during the year (\$147.33m). The increase has been partly offset by the deferral of capital work on the Anzac Legacy Gallery (\$7.22m), critical infrastructure at the Brisbane cultural precinct (\$1.10m) and the Cremorne Theatre upgrade (\$1.41m) until 2017-18. This represents \$137.60m of the variance.

12. Actual current payables were higher than budget primarily due to the recognition of excess 2016-17 appropriation owed to the Consolidated Fund at year end (\$6.38m), as well as higher than anticipated balances associated with Anzac Centenary commemoration grants (\$0.66m) and reducing Domestic and Family Violence activities (\$0.63m). This represents \$7.67m of the variance.

13. Actual current interest-bearing liabilities were greater than budget primarily due to new loans not initially forecasted for the RFFF and associated transfers between current and non-current categories. This represents the variance.

14. Actual accrued employee expenditure was higher than budget due to salary and wages (\$0.25m) and annual leave levies owed to QSuper (\$0.14m) at year end were higher than initially forecast. This represents the variance.

15. Actual total equity was higher than budget primarily due to the outcome of a comprehensive land, building and heritage assets revaluation during the year (\$145.78m). The increase has been partly offset by the deferral of funding provided for the Anzac Legacy Gallery (\$7.00m), critical infrastructure at the Brisbane cultural precinct (\$1.10m) and a new Joiners, Leavers and Movers system (\$0.36m) until 2017-18. This represents \$137.32m of the variance.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

D3 Budget to Actual Comparison – Statement of Cash Flows

	Variance	Budget	Actual	Variance
	Notes	2017	2017	2017
		\$'000	\$'000	\$'000
Cash flows from operating activities				
<i>Inflows:</i>				
Service appropriation receipts		207,641	203,184	(4,457)
User charges and fees	16	35,516	39,030	3,514
Grants and other contributions		357	260	(97)
Interest receipts	17	-	187	187
GST input tax credits from ATO	18	5,524	12,437	6,913
GST collected from customers	18	2,103	3,628	1,525
Other	19	132	2,037	1,905
<i>Outflows:</i>				
Employee expenses		(72,479)	(70,704)	(1,775)
Supplies and services		(70,189)	(74,977)	4,788
Grants and subsidies	20	(64,473)	(57,129)	(7,344)
Finance/borrowing costs	17	-	(187)	187
GST paid to suppliers	18	(7,490)	(13,060)	5,570
GST remitted to ATO	18	(244)	(3,703)	3,459
Other	21	(2,684)	(7,870)	5,186
Net cash provided by operating activities		33,714	33,133	(581)
Cash flows from investing activities				
<i>Inflows:</i>				
Receipts from loans	22	138	1,260	1,122
<i>Outflows:</i>				
Payments for property, plant and equipment	23	(18,651)	(13,412)	(5,239)
Payments for intangibles	24	(400)	(15)	(385)
Payments for loans	22	(341)	(5,142)	4,801
Net cash used in investing activities		(19,254)	(17,309)	(1,945)
Cash flows from financing activities				
<i>Inflows:</i>				
Equity injections	25	17,576	10,183	(7,393)
Borrowings	22	341	5,142	4,801
<i>Outflows:</i>				
Equity withdrawals	26	(32,793)	(36,134)	3,341
Borrowing redemptions	22	(138)	(1,260)	1,122
Net cash used in financing activities		(15,014)	(22,069)	7,055
Net increase (decrease) in cash and cash equivalents		(554)	(6,245)	5,691
Cash and cash equivalents at beginning of financial year		13,968	24,599	10,631
Cash and cash equivalents at end of financial year		13,414	18,354	4,940

16. Actual user charges and fees were higher than budget primarily due to cost recovery agreements with state government entities for the Queensland Rail train crewing practices Commission of Inquiry and rail link projects (\$3.17m) as well as additional facilities management revenue collected from tenants at the Brisbane culture precinct to offset increased costs (\$0.67m). This increase has been partly offset by less than expected revenue collected at Southbank carparks (\$0.20m). These items represent \$3.64m of the variance, with a further \$0.13m of offsets not material enough to be individually presented.

17. Actual interest receipts and finance/borrowing costs were higher than budget due to interest earned and paid with increased loans associated with the RFFF. This represents the variance.

18. The department is working to establish best practice in GST budgeting, including the adoption of a four-line approach (rather than net) to record and classify budgeted activities as GST generating transactions. As a consequence, actual GST transactions were greater than the allowance provided for under the current budget methodology.

19. Actual other operating inflows were higher than budget due to receipt of unbudgeted sundry receivables recorded at the end of 2015-16 (\$1.00m), as well as sponsorship received for state run events (\$0.70m). This represents \$1.70m of the variance.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017**

20. Actual grants and subsidies were less than budget primarily due to the reallocation of costs towards reducing youth crime in Townsville initiatives within the Department of Justice and Attorney-General (\$1.70m), undertaking reviews of blue card and foster care systems at the QFCC (\$1.12m), as well as an internal reallocation to meet expenditure associated with the Queensland Parole System Review (\$0.58m). The decrease is also due to costs associated with arts infrastructure upgrades (\$1.75m) and delivering community-driven activities to build social cohesion (\$1.62m) postponed until 2017-18. These items represent \$6.77m of the variance.

21. Actual other operating outflows were greater than budget primarily due to the return of unrequired cash received in 2015-16 for Anzac legacy projects to the Department of Veteran Affairs in 2016-17 (\$3.50m). The increase is also due to sponsorship payments during the year for Myriad Group activities, World of Drones Congress, White Ribbon Day Breakfast and Maroon Festival (\$1.53m). These items represent \$5.03m of the variance.

22. Actual receipts from loans, payments for loans, borrowings and borrowing redemptions are higher than budget due to the relatively uncertain nature of activities associated with the RFFF at the time of budget formation.

23. Actual payments for property, plant and equipment were lower than budget primarily due to deferral of capital work on the Anzac Legacy Gallery (\$7.22m). This decrease has been partly offset by additional spend on the Cremorne Theatre upgrade (\$1.60m) and tenancy works at the Judith Wright Centre of Contemporary Arts, including relocating the Aboriginal Centre for the Performing Arts (\$0.19m). This represents \$5.43m of the variance, with \$0.19m of offsets not material enough to be individually presented.

24. Actual payments for intangibles were lower than budget due to delaying the implementation of a new Joiners, Leavers and Movers system until 2017-18 (\$0.40m). This decrease has been partly offset by additional costs associated with the commencement of upgrading the whole of government Performance Information Management System (\$0.02m). This represents the variance.

25. Actual equity injections were lower than budget due to deferred Anzac Legacy Gallery capital expenditure (\$6.29m) and capital infrastructure works program at the Brisbane cultural precinct (\$1.10m) into 2017-18. This represents the variance.

26. Actual equity withdrawals were more than budget primarily due to the return of additional cash to the Consolidated Fund associated with funding increased depreciation expense (non-cash) that arose from asset revaluations (\$1.88m). The increase is also due to equity to output transfers for Anzac Centenary commemoration activities and information and communication technology system upgrades (\$1.30m), as well as deferral of funds for implementation of a new Joiners, Leavers and Movers system into 2017-18 (\$0.36m). This represents \$3.54m of the variance, with \$0.20m of offsets not material enough to be individually presented.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

Section E: Notes about our Administered Activities

E1 Schedule of Administered Income, Expenses, Assets and Liabilities

E1-1: 2016-17 Financial Information

	Ministerial Offices and Office of the Leader of the Opposition	Former Governor's Pension	Queensland Family and Child Commission	Arts Queensland	Total Administered
	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Revenues					
Appropriation revenue (Note E1-4)	41,100	150	13,499	98,688	153,437
Other revenue	177	-	342	-	519
Total Administered Revenues	41,277	150	13,841	98,688	153,956
Administered Expenses					
Employee expenses	24,744	127	-	-	24,871
Supplies and services	16,249	-	-	-	16,249
Grants and subsidies (Note E1-3)	-	-	13,310	98,688	111,998
Depreciation and amortisation	157	-	-	-	157
Other expenses	127	-	342	-	469
Total Administered Expenses	41,277	127	13,652	98,688	153,744
Operating Surplus/(Deficit)	-	23	189	-	212
Administered Assets					
Current					
Cash and cash equivalents	6,920	120	189	-	7,229
Receivables	618	-	342	-	960
Other current assets	26	-	-	-	26
Total Current Assets	7,564	120	531	-	8,215
Non-current					
Receivables	994	-	-	-	994
Property, plant and equipment/intangibles	1,304	-	-	-	1,304
Total Non-current Assets	2,298	-	-	-	2,298
Total Assets	9,862	120	531	-	10,513
Administered Liabilities					
Current					
Payables	2,003	-	342	-	2,345
Accrued employee benefits	1,347	-	-	-	1,347
Total Current Liabilities	3,350	-	342	-	3,692
Non-current					
Payables	994	-	-	-	994
Accrued employee benefits	688	-	-	-	688
Total Non-current Liabilities	1,682	-	-	-	1,682
Total Liabilities	5,032	-	342	-	5,374
Net Administered Assets	4,830	120	189	-	5,139
Total Administered Equity	4,830	120	189	-	5,139

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

E1-2: 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	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 (Note: E1-3)	-	-	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/intangibles	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
Notes to the Financial Statements
for the year ended 30 June 2017

	2017 \$'000	2016 \$'000
E1-3: Grants and subsidies were paid to the following entities		
Queensland Family and Child Commission	13,310	11,569
Queensland Art Gallery	32,173	29,530
Queensland Museum	36,116	24,090
Queensland Performing Art Trust	7,997	9,330
Queensland Theatre	2,600	2,600
Screen Queensland	19,802	18,602
Total Grants and subsidies	111,998	95,721

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

Budgeted appropriation	150,956	126,420
Transfers from/(to) other headings	2,330	7,738
Total Administered Receipts	153,286	134,158
Less: Opening balance of departmental services revenue receivable	-	(3,076)
Less: Closing balance of unearned departmental services revenue	(190)	(189)
Net Administered Appropriation Revenue	153,096	130,893
Plus: Deferred appropriation refundable to Consolidated Fund (expenses)	341	189
Appropriation Revenue recognised in the Statement of Comprehensive Income	153,437	131,082

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
for the year ended 30 June 2017

E2 Budget to Actual Comparison – Administered Activities

E2-1: Income and Expenses

		Budget	Actual	Variance
	Variance	2017	2017	2017
	Notes	\$'000	\$'000	\$'000
Administered Revenues				
Appropriation revenue		150,956	153,437	2,481
Other revenue	1	-	519	519
Total Administered Revenues		150,956	153,956	3,000
Administered Expenses				
Employee expenses	2	29,592	24,871	(4,721)
Supplies and services		15,569	16,249	680
Grants and subsidies	3	105,026	111,998	6,972
Depreciation and amortisation	4	646	157	(489)
Other expenses	5	123	469	346
Total Administered Expenses		150,956	153,744	2,788
Operating Surplus/(Deficit)		-	212	212

Variance Notes – Administered Activities (Income and Expenses)

1. Actual other revenue was higher than budget primarily due to the return of grant payments made to the QFCC to undertake the Child Death Model Review (\$0.12m), the three year evaluation of the child protection reform program (\$0.10m), systems reviews (\$0.07m), the Hearing our Voices project (\$0.03m) and the community education work package (\$0.02m) post budget formation. These programs of work will continue to progress in 2017-18. In addition, the increase also relates to Ministerial Offices and Office of the Leader of the Opposition's recovery of costs from Queensland Treasury for the replacement of compatible information technology equipment at 1 William Street (\$0.14m) and subsequent sale of incompatible assets used at 100 George Street (\$0.02m). These items represent \$0.50m of the variance.

2. Actual employee expenses were lower than budget primarily due to temporary savings generated within ministerial offices from unanticipated vacancies arising out of portfolio reshuffles during the financial year. This represents the variance.

3. Actual grants and subsidies were higher than budget primarily due to additional appropriation provided to Queensland Museum to develop a cutting edge interactive Science, Technology, Engineering and Mathematics (STEM) centre (\$5.00m) and for preservation of the state collection (\$0.85m), as well as to the QFCC for the reviews of blue card and foster care systems (\$1.12m). These items represent the variance.

4. Actual depreciation and amortisation was lower than budget primarily due to ministerial offices not replacing aged assets until late in the financial year as a result of relocating to 1 William Street. This represents the variance.

5. Actual other expenses were higher than budget primarily due to administered appropriation payable to the Consolidated Fund associated with QFCC's Child Death Model Review (\$0.12m), the three year evaluation of the child protection reform program (\$0.10m), systems reviews (\$0.07m), the Hearing our Voices project (\$0.03m) and the community education work package (\$0.02m). This represents the variance.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017**

E2-2: Assets and Liabilities

		Budget	Actual	Variance
	Variance	2017	2017	2017
	Notes	\$'000	\$'000	\$'000
Administered Assets				
Current				
Cash and cash equivalents	6	11,513	7,229	(4,284)
Receivables	7	414	960	546
Other current assets		23	26	3
Total Current Assets		11,950	8,215	(3,735)
Non-current				
Receivables	8	-	994	994
Property, plant and equipment	9	1,162	1,304	142
Total Non-current Assets		1,162	2,298	1,136
Total Assets		13,112	10,513	(2,599)
Administered Liabilities				
Current				
Payables	10	902	2,345	1,443
Accrued employee benefits	11	2,212	1,347	(865)
Total Current Liabilities		3,114	3,692	578
Non-current				
Payables	8	-	994	994
Accrued employee benefits	11	5,081	688	(4,393)
Total Non-current Liabilities		5,081	1,682	(3,399)
Total Liabilities		8,195	5,374	(2,821)
Net Administered Assets		4,917	5,139	222
Total Administered Equity		4,917	5,139	222

Variance Notes – Administered Activities (Assets and Liabilities)

6. Actual cash and cash equivalents were lower than budget due to movements in cash balances held to fund severance provisions for Ministerial Offices and Office of the Leader of the Opposition following resignations of employees with high years of recognised service. These items represent \$5.26m of the variance, with \$0.98m of offsets not material enough to be individually presented.

7. Actual receivables were higher than budget primarily due to unspent grant funding to be returned from QFCC associated with undertaking the Child Death Model Review (\$0.12m), the three year evaluation of the child protection reform program (\$0.10m), systems reviews (\$0.07m), the Hearing our Voices project (\$0.03m) and the community education work package (\$0.02m). In addition, the increase is also due to a higher than expected GST receivable for ministerial offices as a result of a large technology purchase at year end (\$0.13m). These items represent \$0.47m of the variance.

8. Actual non-current receivables and non-current payables were higher than budget primarily due to adopting the straight-line leasing accounting methodology on 1 William Street rental agreements. This represents the variance.

9. Actual property, plant and equipment were higher than budget due to asset acquisitions at the end of the financial year to support ministerial offices located in 1 Williams Street resulting in lower depreciation expense for the year. This represents the variance.

10. Actual current payables were higher than budget primarily due to appropriation to be returned to the Consolidated Fund associated with QFCC's Child Death Model Review (\$0.12m), the three year evaluation of the child protection reform program (\$0.10m), systems reviews (\$0.07m), the Hearing our Voices project (\$0.03m) and the community education work package (\$0.02m). In addition, the increase is also attributable to ministerial offices technology purchases at year end (\$0.70m) and Fringe Benefit Tax payable (\$0.30m). These items represent \$1.34m of the variance.

11. Actual current and non-current accrued employee benefits were lower than budget primarily due to movements in the severance provisions for Ministerial Offices and Office of the Leader of the Opposition as a result of resignations of employees with high years of recognised service. This represents the variance.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017**

Section F: Other Information

F1 Objectives and Principal Activities of the Department

As the lead central agency of the Queensland public service, the Department of the Premier and Cabinet services the Premier and Cabinet, building confidence in and driving an innovative government, while providing whole of government leadership to deliver outstanding results and value for money for Queenslanders.

The department's vision is that it makes a real and tangible difference today, and our contributions will be recognised by future generations.

To achieve this vision, the department's strategic objectives are to:

- Support the Premier to set the strategic direction of government.
- Lead the development, coordination and implementation of effective and innovative policy solutions.
- Maintain a robust system of government with disciplined Cabinet and Executive Council systems and processes.
- Lead Queensland's engagement with the Council of Australian Governments (COAG) and other whole of government interjurisdictional activities.
- Lead planning and delivery of whole of government communication.
- Provide strategic advice and coordination of the Premier's official overseas visits and functions.
- Deliver the legislative program for Queensland.
- Support Queenslanders' access to arts and cultural experiences to enable growth of the arts sector and a strong community of arts.

The department is committed to supporting the delivery of the Queensland Government's objectives for the community. This is achieved through collaboration across the whole of government to achieve policy outcomes that support these objectives.

The major services delivered by the department* are as follows:

- Policy Advice and Coordination, and Cabinet Support: provision of detailed briefings to the Premier on social, legal, economic, environmental and performance policy, from design and development through to coordination and implementation. It also includes the management and coordination of all procedural, operational and logistical services supporting Cabinet and Cabinet Committees, including custodianship of Cabinet records from current and previous governments.
- Government Services: provision of policy and operational advice and support to the Premier in relation to constitutional, executive government and machinery-of-government matters. It also includes supporting the administration of business before Executive Council, provision of support services to Ministerial Offices and the Leader of the Opposition, and management and coordination of the Anzac Centenary commemorative program.
- Legislative Drafting and ePublishing: provision of legislative drafting services to all Queensland public sector agencies and provision of access to legislation on the Queensland legislation website.
- Arts Queensland: management of investment programs that support individual artists and arts and cultural organisations; support of capital infrastructure that provides public spaces for arts production and engagement; and provision of arts and cultural policy and strategy advice to the Queensland Government.
- Corporate Administration Agency (CAA): provision of corporate services to Queensland public sector entities, principally statutory bodies. Includes human resource (HR) management and HR consulting, payroll and recruitment services, financial management and transactional services, and information technology and business systems.

Administered items

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

The Department of the Premier and Cabinet administers funds on behalf of the State which includes resourcing for Ministerial Offices and Office of the Leader of the Opposition.

The key clients are Ministers, Assistant Ministers, the Leader of the Opposition and their respective staff. The services provided are:

- support for Ministers to assist in undertaking their responsibilities as Ministers of the State
- management of advisory, secretarial and administrative staff and associated resources for all Ministerial Offices
- maintenance of procedures to ensure the financial accountability of these offices is in accordance with the Queensland Ministerial Handbook
- corporate support for the Office of the Leader of the Opposition.

The department also administers funds on behalf of the State for the following statutory entities: Queensland Family and Child Commission, Queensland Art Gallery, Queensland Museum, Queensland Performing Arts Trust, Queensland Theatre and Screen Queensland.

*Major services delivered by the department do not align to structural divisions. Strategy and Engagement is distributed between Policy Advice and Coordination, and Cabinet Support, and Government Services.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017**

F2 Key Management Personnel (KMP)

F2-1: Details of Key Management Personnel

For 2016-17, the department's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Premier and Minister for the Arts.

The following details for non-ministerial KMP include those positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2016-17 and 2015-16. 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.
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 position also provides detailed briefings to the Premier on policy, from design and development through to coordination and implementation.
Deputy Director-General, Corporate and Government Services	The Deputy Director-General, Corporate and Government Services is responsible for the daily operations of the department, and leads the operating strategy for the department to enable robust governance structures and effective and responsive corporate service delivery. The position also provides key advice to the Director-General and to the Premier on complex constitutional, legal, executive government and administration matters.
Deputy Director-General, Strategy and Engagement	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, Arts Queensland 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 position also 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.
Senior Executive Director, Office of the Director-General	The Senior Executive Director manages the Office of the Director-General.
Former Positions*	Responsibilities
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.
General Manager, Government Services (29 Feb 16)*	The General Manager, Government Services 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 coordinated the Anzac Centenary Coordination Unit.
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 provided 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 provided executive management support to the Director-General in developing and coordinating strategic economic policy across government.

*Positions did not form part of the Corporate Governance Group after the date stated in the table. Accordingly no remuneration beyond this date has been included in Note F2-4: Non-Ministerial KMP Performance Remuneration Expense.

Department of the Premier and Cabinet Notes to the Financial Statements for the year ended 30 June 2017

F2-2: Related Party Transactions

Transactions with people/entities related to KMP

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. These transactions have not been separately disclosed in this note.

Transactions with related parties of the entity have occurred within normal customer or supplier relationships on terms and conditions no more favourable than those which it is reasonable to expect the entity would have entered into on an arm's-length basis. No KMP related party transactions were entered into during the financial year.

Transactions with other Queensland Government-controlled entities

The entity transacts with other Queensland Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions. Where transactions with other Queensland Government controlled entities are considered individually significant or material, these have been disclosed as related party transactions in the relevant notes as follows:

Note A1-2: User Charges and Fees

Note A1-3: Grants and Other Contributions

Note A2-1: Employee Expenses

Note A2-2: Supplies and Services

Note A2-3: Grants and Subsidies

Note A2-4: Other Expenses

Note B2: Receivables and Loans Receivable

Note B6: Interest-Bearing Liabilities

F2-3: KMP Remuneration Policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements as from 2016-17, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration for the department's other KMP 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 KMP 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 occupied a KMP position; 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.

There were nil performance payments in 2016-17 (nil in 2015-16).

The remuneration packages for the Director-General and other KMP do not provide for any performance or bonus payments.

F2-4: Non-Ministerial KMP Performance Remuneration Expense

The following disclosures focus on the net expenses incurred by the department that are attributable to non-Ministerial KMP during the respective reporting periods. Therefore, the amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017

Position (Classification)	Employee Expenses					
	Financial Year	Short Term		Long Term	Post Termin.	Total
		Monetary \$'000	Non-Monetary \$'000			
Director-General (CEO)	2016-17	640	-	12	78	730
	2015-16	649	-	12	77	738
Deputy Director-General, Policy (CEO) (From 18 Jan 16)	2016-17	313	1	6	34	354
	2015-16	145	-	3	12	160
Deputy Director-General, Corporate and Government Services (SES4) (From 27 Jan 16)	2016-17	258	-	5	27	290
	2015-16	118	-	2	9	129
Deputy Director-General, Corporate and Government Services (SES4) (To 26 Jan 16)	2015-16	178	-	3	23	204
Deputy Director-General, Strategy and Engagement (SES4) (From 23 Jan 17)	2016-17	108	-	2	12	122
Deputy Director-General, Strategy and Engagement (SES4) (From 11 Aug 15 to 04 Nov 16)	2016-17	104	-	2	9	115
	2015-16	213	-	4	19	236
Deputy Director-General, Strategy and Engagement (CEO) (To 10 Aug 15)	2015-16	36	-	1	4	41
Deputy Director-General, Arts Queensland (SES4)	2016-17	234	-	5	26	265
	2015-16	218	-	5	25	248
Queensland Parliamentary Counsel (CEO) (From 02 Jan 16)	2016-17	294	-	6	38	338
Queensland Parliamentary Counsel (CEO) (To 03 Jan 16)	2015-16	148	-	3	18	169
Cabinet Secretary (SES3)	2015-16	233	-	2	20	262
	2016-17	222	-	4	25	251
Senior Executive Director, Office of the Director-General (SES2) (From 12 Dec 16)	2015-16	242	-	4	24	270
Senior Executive Director, Office of the Director-General (SES3) (To 10 Aug 15)	2016-17	101	-	2	10	113
	2015-16	21	-	-	2	23
Positions below ceased being KMP from their respective end dates.						
General Manager, Corporate Services (SES3) (To 26 Feb 16)	2015-16	266	-	3	16	408
General Manager, Government Services (SES3) (To 29 Feb 16)	2015-16	120	-	2	14	136
Senior Executive Director, Social Policy (SES4) (To 18 Jan 16)	2015-16	149	-	3	17	169
Senior Executive Director, Economic Policy (SES4) (To 18 Jan 16)	2015-16	116	-	2	14	132
Total Remuneration	2016-17	2,274	1	44	259	2,578
	2015-16	2,852	-	49	294	3,325

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017**

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 1 William 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 (Acting) 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 and Interpretations applicable to not-for-profit entities requirements.
- In accordance with the minimum reporting requirements mentioned in the Financial Reporting Requirements for Queensland Government agencies for reporting periods beginning on or after 1 July 2016.
- 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 less than \$500 to zero. Comparative information reflects the audited 2015-16 financial statements. Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the department does not have an unconditional right to defer settlement to beyond 12 months after the reporting date. All other assets and liabilities are classified as 'non-current'.

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 consist of the Department of the Premier and Cabinet. Controlled and associated entities are as outlined below.

Controlled Entities:

- 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 department on behalf of the State of Queensland.
- 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 two (2) ordinary shares of \$1 each, fully paid, and held by the department on behalf of the State of Queensland.
- 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 two (2) ordinary shares of \$1 each, fully paid, and are held by the department on behalf of the State of Queensland.

Associated Entities:

- 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 department on behalf of the State of Queensland, and the Brisbane City Council each hold 50% of the shares 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 two (2) ordinary shares of \$1 each, fully paid.

Department of the Premier and Cabinet Notes to the Financial Statements for the year ended 30 June 2017

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 revenue and expenses 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	QMF	ACPA	MBF
	30 Jun 2017	31 Dec 2016	30 Jun 2016	31 Dec 2016
	\$'000	\$'000	\$'000	\$'000
	Audited	Audited	Audited	Audited
Revenue	21,872	4,050	1,588	16,442
Expenses	18,176	2,958	1,837	16,426
Net Surplus/(Deficit)	3,696	1,092	(249)	16
Assets	26,241	1,659	905	2,478
Liabilities	10,888	284	249	1,367
Net Assets	15,353	1,375	656	1,111

SQ and ACPA are audited by the Auditor-General of Queensland. QMF is audited by Integrated Audit Service Pty Ltd and MBF is audited by BDO Audit Pty Ltd. QMF and MBF are exempt from audit by the Auditor-General of Queensland under section 30A of the *Auditor-General Act 2009*. QMF has changed year end from 30 September to 31 December, therefore is reporting 15 months to 31 December 2016.

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 and impairment

Note B4-4: Property, plant and equipment. Measurement using fair value

Note B4-5: Property, plant and equipment. Depreciation expense and impairment

The value of goods and services received free or below fair value have been reflected in the department's financial results if the value of the goods and services can be reliably determined and the goods and services would have been purchased if not donated.

F3-7: First Year Application of New Accounting Standards or Change in Accounting Policy

Changes in Accounting Policy

The department did not voluntarily change any of its accounting policies during 2016-17.

Accounting Standards Early Adopted for 2016-17

No Australian Accounting Standards have been early adopted for the 2016-17 year.

Accounting Standards Applied for the First Time

The only Australian Accounting Standard that became effective for the first time in 2016-17, and materially impacted on this financial report, is AASB 124 *Related Party Disclosures*. This standard requires note disclosures about KMP remuneration expenses and other related party transactions, and does not impact on financial statement line items. As Queensland Treasury already required disclosure of KMP remuneration expenses, there was minimal impact for the department's disclosures compared to 2015-16 (refer to Note F2-4). Material related party transactions for 2016-17 are disclosed in Note F2. No comparative information is required in respect of 2015-16.

F3-8: 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. 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.

AASB 2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107

This standard will require additional financial liability disclosure, by way of a reconciliation in the notes to the Statement of Cash Flows, to enable the reader to evaluate changes in liabilities arising from financing activities, encompassing cash flow and non-cash flow changes between the opening and closing balance of the relevant liabilities. This incoming standard will be applicable to departmental

Department of the Premier and Cabinet Notes to the Financial Statements for the year ended 30 June 2017

borrowings with QTC as outlined in Note B6 and will first apply to the department's financial statements for 2017-18 and is not expected to have a material impact.

AASB 1058 Income of Not-for-Profit Entities and AASB 15 Revenue from Contracts with Customers

The department has commenced analysing the new revenue recognition requirements under these standards and is yet to form conclusions about significant impacts. Potential future impacts identifiable at the date of this report are as follows:

- grants presently recognised as revenue upfront may be eligible to be recognised as revenue progressively as the associated performance obligations are satisfied, but only if the associated performance obligations are enforceable and sufficiently specific.
- grants that are not enforceable and/or not sufficiently specific will not qualify for deferral, and continue to be recognised as revenue as soon as they are controlled. The department receives several grants for which there are no sufficiently specific performance obligations, so these grants will continue to be recognised as revenue upfront.
- depending on the respective 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 in the meantime). The department is yet to complete its analysis of existing arrangements for sale of its goods and services, but at this stage does not expect a significant impact on its present accounting practices.
- a range of new disclosures will also be required by the new standards in respect of the department's revenue.

This incoming standard will first apply to the department's financial statements for 2019-20.

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

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 main impact for the department will be on the measurement of loans receivable.

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 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. These Standards will become effective from reporting periods beginning on or after 1 January 2018.

AASB 16 Leases

When applied, the standard supersedes AASB 117 *Leases*, AASB Interpretation 4 *Determining whether an Arrangement contains a Lease*, AASB Interpretation 115 *Operating Leases – Incentives* and AASB Interpretation 127 *Evaluating the Substance of Transactions Involving the Legal Form of a Lease*.

Impact for Lessees

Unlike AASB 117 *Leases*, AASB 16 introduces a single lease accounting model for lessees. Lessees will be required to recognise a right-of-use asset (representing rights to use the underlying leased asset) and a liability (representing the obligation to make lease payments) for all leases with a term of more than 12 months, unless the underlying assets are of low value.

In effect, the majority of operating leases (as defined by the current AASB 117) will be reported on the statement of financial position under AASB 16. There will be a significant increase in assets and liabilities relating to property leases at 1 William Street, Brisbane and 111 George Street, Brisbane.

The right-of-use asset will be initially recognised at cost, consisting of the initial amount of the associated lease liability, plus any lease payments made to the lessor at or before the effective date, less any lease incentive received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee. The right-of-use asset will give rise to a depreciation expense.

The lease liability will be initially recognised at an amount equal to the present value of the lease payments during the lease term that are not yet paid. Current operating lease rental payments will no longer be expensed in the Statement of Comprehensive Income. They will be apportioned between a reduction in the recognised lease liability and the implicit finance charge (the effective rate of interest) in the lease. The finance cost will also be recognised as an expense.

AASB 16 allows a 'cumulative approach' rather than full retrospective application to recognising existing operating leases. If a lessee chooses to apply the 'cumulative approach', it does not need to restate comparative information. Instead, the cumulative effect of applying the standard is recognised as an adjustment to the opening balance of accumulated surplus (or other component of equity, as appropriate) at the date of initial application. The Department will await further guidance from Queensland Treasury on the transitional accounting method to be applied.

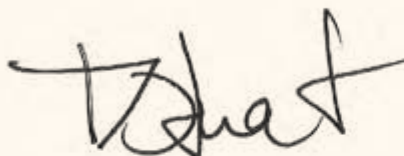
The department has not yet quantified the impact on the Statement of Comprehensive Income or the Statement of Financial Position of applying AASB 16 to its current operating leases, including the extent of additional disclosure required. This standard will first apply to the department from its financial statements for 2019-20.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2017**

Certificate of the Department of the Premier and Cabinet

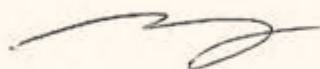
These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 42 of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify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

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;
- b) the financial 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 2017 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

25 August 2017



Phillip Fogarty CPA
Chief Finance Officer (Acting)

25 August 2017

INDEPENDENT AUDITOR'S REPORT

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

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Department of the Premier and Cabinet (the parent) and its controlled entities (the group). The financial report comprises the statements of financial position and statements of assets and liabilities by major departmental services and shared service providers as at 30 June 2017, the statements of comprehensive income, statements of changes in equity, statements of cash flows and statements of comprehensive income by major departmental services and shared service providers for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the certificates provided by the Director-General and Chief Finance Officer (Acting).

In my opinion, the financial report:

- a) gives a true and fair view of the parent's and group's financial position as at 30 June 2017, and their financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the parent and group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

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

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report for the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Valuation of heritage and cultural assets (\$316 million) and depreciation expense (\$25.0 million)

Refer to note B4 in the financial report.

Key audit matter	How my audit addressed the key audit matter
<p>The Department of the Premier and Cabinet's heritage and cultural assets include material building assets measured at fair value at balance date. The Department performed a comprehensive revaluation of all heritage and cultural building assets. These buildings are restricted for use due to heritage listing. The fair value of the buildings was determined using the current replacement cost method which comprises:</p> <ul style="list-style-type: none"> Gross replacement cost, less Accumulated depreciation <p>The Department derived the gross replacement cost of these buildings at balance date using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> identifying the components of buildings with separately identifiable replacement costs (known as unit rate categories) developing a unit rate for each of these components, including: <ul style="list-style-type: none"> estimating the current cost for a modern substitute (including locality factors and oncosts), expressed as a rate per unit (e.g. \$/square metre) identifying whether the existing building contains obsolescence or less utility compared to the modern substitute, and if so estimating the adjustment to the unit rate required to reflect this difference. <p>The measurement of accumulated depreciation involved significant judgements for forecasting the remaining useful lives of assets. The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.</p>	<p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> Assessing the adequacy of management's review of the valuation process. Assessing the appropriateness of the building components used for measuring gross replacement cost with reference to the Department's asset management plans, the unit costs of its recent projects, and common industry practices. For unit rates: <ul style="list-style-type: none"> Assessing the competence, capability and objectivity of the experts used by the entity to develop the models. Obtaining an understanding of the methodology used, and assessing its appropriateness with reference to common industry practices. On a sample basis, evaluating the relevance, completeness and accuracy of source data used to derive the unit rate of the: <ul style="list-style-type: none"> modern substitute (including locality factors and oncosts) adjustment for excess quality, obsolescence or restrictions on use. Evaluating useful life estimates for reasonableness by: <ul style="list-style-type: none"> Reviewing management's annual assessment of useful lives. At an aggregated level, reviewing for consistency between renewal budgets and the gross replacement cost of assets due to expire during the renewal budget period. Reviewing that no component still in use has reached or exceeded its useful life. Reviewing formal asset management plans, and enquiring of management about whether these plans remain current. Where changes in useful lives were identified, evaluating whether the effective dates of the changes applied for depreciation expense were supported by appropriate evidence.

Responsibilities of the accountable officer 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 the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards, and for such internal control as the

accountable officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The accountable officer is also responsible for assessing the parent's and group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the parent or group or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the parent's and group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accountable officer.
- Conclude on the appropriateness of the accountable officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent's or group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the parent or group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the group. I remain solely responsible for my audit opinion.

I communicate with the accountable officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the accountable officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters.

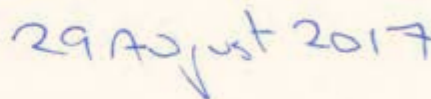
Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2017:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



Brendan Worrall
Auditor-General



Queensland Audit Office
Brisbane

Boards and committees

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

Title	Description
Act or instrument	QACCAC is established administratively with members appointed by letter from the Assistant Minister of State 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	<p>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.</p> <p>Advised on applications for the Queensland Anzac Centenary community grants program and sponsorship applications for numerous major commemorative events.</p> <p>Represented the Queensland Government at 2017 Anzac Day events, at international commemorative events—including the 100th anniversary of the Battles of Fromelles and Pozières commemorative services in France—and at events and project launches for community activities that received funding from Queensland's Anzac Centenary commemoration program.</p>
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 subcommittee fees if applicable	Actual fees received
Chair	Andrew Craig	3	N/A	N/A	\$0
Member	Turgut Manli	2	N/A	N/A	\$0
Member	Chris Austin	1	N/A	N/A	\$0
Member	Leanne Cameron	2	N/A	N/A	\$0
Member	Stewart Cameron	0	N/A	N/A	\$0
Member	Vicki McDonald	3	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	3	N/A	N/A	\$0
Member	Hedley Lockyer	3	N/A	N/A	\$0
Member	Paul McLachlan	2	N/A	N/A	\$0
Member	Suzanne Miller	3	N/A	N/A	\$0
Member	Danny O'Kearney	3	N/A	N/A	\$0
Member	Bradley Saunders	3	N/A	N/A	\$0
Member	Mark Jamieson	0	N/A	N/A	\$0
Ex-officio member	Brad Cordery	3	N/A	N/A	\$0 +
Ex-officio member	Tim Herbert	3	N/A	N/A	\$0 +
Ex-officio member	Filly Morgan	3	N/A	N/A	\$0 +
Number of scheduled meetings/sessions		3			
Total out-of-pocket expenses		\$2759			

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

Queensland Veterans' Advisory Council (QVAC)

Title	Description
Act or instrument	QVAC 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	<p>Consulted and met with numerous Queensland veterans' organisations and equivalent advisory bodies in other states and territories.</p> <p>Considered initiatives in support of the veterans' community and input from the broader Queensland veterans' community.</p> <p>Regularly engaged and consulted with the Assistant Minister of State Assisting the Premier.</p>
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 subcommittee 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	0	N/A	N/A	\$0
Member	Chris Richards	1	N/A	N/A	\$0
Member	Ben Roberts-Smith	1	N/A	N/A	\$0
Member	Peter Ryan	1	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	0	N/A	N/A	\$0
Member	Ron Strong	1	N/A	N/A	\$0
Ex-officio member	Brad Cordery	0	N/A	N/A	\$0 +
Ex-officio member	Leanne Cameron	1	N/A	N/A	\$0 +
Ex-officio member	Filly Morgan	1	N/A	N/A	\$0 +
Number of scheduled meetings/sessions		1			
Total out-of-pocket expenses		\$5047			

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

Queensland Social Cohesion Implementation Committee

Title	Description
Act or instrument	The Queensland Social Cohesion Implementation Committee (the Committee) is established administratively with members appointed by letter from the Premier.
Functions	The role of the Committee is to provide advice to the government on the development and implementation of an action plan for Queensland and related strategies and responses; strengthening social cohesion and resilience and reducing the risk of antisocial 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	The Committee developed the Cohesive Communities Action Plan 2016–2018, which was approved by the government in late 2016 and contains initiatives directed at creating a sense of belonging and connectedness for individuals, families and communities to reduce the risk of antisocial behaviours, including behaviour that may lead to violence or physical harm to others.
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 subcommittee fees if applicable	Actual fees received
Chairperson	Scott Stewart	7	N/A	N/A	\$0
Deputy Chairperson	Lesley Chenoweth	6	N/A	N/A	\$0
Member	Josephine Aufai	4	N/A	N/A	\$0
Member	Mary Bartlett-Johnston	2	N/A	N/A	\$0
Member	Adrian Cherney	5	N/A	N/A	\$0
Member	Petero Civoniceva	5	N/A	N/A	\$0
Member	Venessa Curnow	6	N/A	N/A	\$0
Member	Gail Ker	4	N/A	N/A	\$0
Member	Fahim Khondaker	5	N/A	N/A	\$0
Member	Prudence Melom	5	N/A	N/A	\$0
Number of scheduled meetings/sessions		7			
Total out-of-pocket expenses		\$0			

Domestic and Family Violence Implementation Council

Title	Description
Act or instrument	The Domestic and Family Violence Implementation Council (the Council) is established administratively with members appointed by letter from the Premier. Establishment of the Council is in accordance with the Not Now, Not Ever report, recommendation 3.
Functions	The role of the 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	Achievements are outlined in the Council's annual report.
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 subcommittee fees if applicable	Actual fees received
Chair	Kay McGrath OAM	1	\$390 daily	N/A	\$780
Deputy Chair	Lance Hockridge	6	\$300 daily	N/A	\$0 #
Member	Kathleen Baird	5	\$300 daily	N/A	\$1650
Member	Faiza El-Higzi	7	\$300 daily	N/A	\$2100
Member	Lachlan Heywood	7	\$300 daily	N/A	\$1650**
Member	Denise Kostowski	6	N/A	N/A	\$0 +
Member	Natalie Lewis	6	\$300 daily	N/A	\$1500
Member	Karni Liddell	3	\$300 daily	N/A	\$3150**
Member	Darren Lockyer	6	\$300 daily	N/A	\$1650
Member	Kathryn McMillan	2	\$300 daily	N/A	\$0 ^
Member	Edward Mosby	6	\$300 daily	N/A	\$2250
Member	Janette Phelan	7	\$300 daily	N/A	\$2100
Member	Wendell Rosevear	7	\$300 daily	N/A	\$1800
Member	Shannon Spriggs Murdoch (resigned 18 October 2016)	1	\$300 daily	N/A	\$750
Member	Karyn Walsh	7	\$300 daily	N/A	\$1500
Member	Annabel Taylor	1	\$300 daily	N/A	\$225
Member	Ian Leavers	0	\$300 daily	N/A	\$0
Ex-officio member	Deputy Commissioner Brett Pointing	4	N/A	N/A	\$0 +
Ex-officio member	Christine Castley (term concluded 28 February 2017)	6	N/A	N/A	\$0+
Ex-officio member	Judge Ray Rinaudo	6	N/A	N/A	\$0 +
Ex-officio member	Natalie Parker	7	N/A	N/A	\$0 +
Ex-officio member	Cathy Taylor (resigned 20 October 2016)	3	N/A	N/A	\$0 +
Ex-officio member	Merrilyn Strohfeldt	1	N/A	N/A	\$0 +
Ex-officio member	Graham Fraine	1	N/A	N/A	\$0 +
Number of scheduled meetings/sessions		7			
Total out-of-pocket expenses		\$915			

* Amounts paid to individual members vary due to entitlement to 'significant travel fee', duration of attendance during regional visit and participation in additional events.

** Includes fees for meetings held during 2015–16 financial year.

Member waived remuneration fees.

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

^ Member did not claim remuneration in reporting period.

Queensland Independent Remuneration Tribunal

Title	Description				
Act or instrument	Queensland Independent Remuneration Tribunal Act 2013				
Functions	The role, functions and responsibilities of the Queensland Independent Remuneration Tribunal (Tribunal) 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 subcommittee fees if applicable	Actual fees received
Chairperson	Anne Tiernan (term commenced 16 July 2016)	8	Meeting fee: \$520	N/A	\$6240
Member	Karyn Walsh (term commenced 16 July 2016)	7	Meeting fee: \$400	N/A	\$2800
Member	Michael Noud (term commenced 16 July 2016)	8	Meeting fee: \$400	N/A	\$4400
Chairperson	Timothy Brailsford (term concluded 15 July 2016)	0	Meeting fee (four hours or less): \$425 Meeting fee (greater than four hours): \$849 Special assignment fee (four hours or less): \$354 Special assignment fee (greater than four hours): \$707	N/A	\$4243
Member	Joanne Jessop (term concluded 15 July 2016)	0	Meeting fee (four hours or less): \$346 Meeting fee (greater than four hours): \$691 Special assignment fee (four hours or less): \$288 Special assignment fee (greater than four hours): \$576	N/A	\$1400
Member	David Harrison (term concluded 15 July 2016)	0	Meeting fee (four hours or less): \$346 Meeting fee (greater than four hours): \$691 Special assignment fee (four hours or less): \$288 Special assignment fee (greater than four hours): \$576	N/A	\$864
Number of scheduled meetings/sessions		6			
Total out-of-pocket expenses		\$0			

Screen Queensland Pty Ltd

Title	Description
Act or instrument	<i>Corporations Act 2001 (Cth)</i>
Functions	<p>The objects of Screen Queensland Pty Ltd are to:</p> <ul style="list-style-type: none"> • increase the level of film and television production in Queensland • develop and maintain a creative infrastructure in Queensland for the film and television production industry • develop and maintain an active and vibrant screen culture in Queensland • 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 2016–17 include:</p> <ul style="list-style-type: none"> • funded 28 screen productions estimated to generate \$205 million in Queensland Production Expenditure (QPE). This included: <ul style="list-style-type: none"> – 24 domestic productions including <i>Tidelands</i>, the first ever Australian-made series for Netflix – 4 international productions, including <i>Aquaman</i> and <i>Pacific Rim 2</i> that combined will inject approximately \$110 million into the Queensland economy • supported 85 producers, screenwriters, game developers and VR creators to travel to local and international markets including American Film Market, MIPCOM, MIPTV, Cannes, Games Connect Asia Pacific, Game Developers Conference, Australian International Documentary Conference, Kidscreen, South by South West, and the Shanghai International Film Festival Market. This support enables Queensland practitioners to develop skills through programs and initiatives to ensure a skilled and vibrant workforce and to discover new voices on and off screen • invested more than \$1.2 million in the production and development of projects with Aboriginal and Torres Strait Islander practitioners in key creative roles, as well as market and attachment opportunities • 75 per cent of projects funded through Screen Queensland in 2016-17 had one or more female practitioners in a key creative role.
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 subcommittee fees if applicable	Actual fees received
Chairperson	Linda Apelt	5	\$5000 pa	N/A	\$3750 (to 31 May 2017)
Director	Catherine O'Sullivan	5	\$3000 pa	\$1000 pa	\$3000 (to 31 May 2017)
Director	Takeshi Takada	2	\$3000 pa	N/A	\$2250 (to 31 May 2017)
Director	Michael Smellie	4	\$3000 pa	N/A	\$2250 (to 31 May 2017)
Director	Paul Syvret	4	\$3000 pa	N/A	\$2250 (to 31 May 2017)
Director	Patricia Heaton	5	\$3000 pa	\$500 pa	\$2625 (to 31 May 2017)
Director	Chelsea Bond (Commenced 1 June 2017)	Nil	\$3000 pa	N/A	Nil (to 31 May 2017)
Director	William McInnes (Resigned 19 July 2016)	Nil	\$3000 pa	N/A	Nil #
Number of scheduled meetings/sessions		5			
Total out-of-pocket expenses		\$0 (to 31 May 2017)			

Member waived remuneration fees.

Aboriginal Centre for the Performing Arts Pty Ltd (ACPA)

Title	Description
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>Key achievements for 2016–17 include:</p> <ul style="list-style-type: none"> 40 students graduated from ACPA training courses in 2016, with 72 enrolments at the commencement of the year 84 students enrolled in training courses in 2017 (as at 30 April 2017) ACPA students performed at a number of events including: <ul style="list-style-type: none"> <i>Flight</i> – ACPA Showcase at the Queensland Performing Arts Centre, October 2016 2spirits workshop, Kangaroo Point, November 2016 Launch of <i>Recognise</i> gala dinner, Barangaroo, Sydney, December 2016 Opening of Supercell Dance Festival, Judith Wright Centre of Contemporary Arts (JWCoCA), February 2017 ACPA relocated from premises at Kangaroo Point to the JWCoCA in early 2017. The new venue will provide a hub for ACPA to engage in collaborative arts development and training opportunities, as well as a venue for its programming.
Financial reporting	Aboriginal Centre for the Performing Arts Pty Ltd provides annual 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 subcommittee fees if applicable	Actual fees received
Chairperson	Leilani Pearce (appointed Acting Chair in April 2016)	8	N/A	N/A	\$0
Director	Wesley Aird	7	N/A	N/A	\$0
Director	Leann Wilson	2	N/A	N/A	\$0
Director	Wayne Coolwell	3 (until 30 November 2016)	N/A	N/A	\$0
Director	Terry Kearney	3 (until 30 November 2016)	N/A	N/A	\$0
Director	Chris Mangin	4 (until 30 November 2016)	N/A	N/A	\$0
Number of scheduled meetings/sessions		8			
Total out-of-pocket expenses		\$0			

Queensland Music Festival Pty Ltd (QMF)

Title	Description
Act or instrument	<i>Corporations Act 2001 (Cth)</i>
Functions	QMF 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	<p>Key achievements for 2016–17 include:</p> <ul style="list-style-type: none"> a total of 219 performances and workshops were presented to more than 11,554 people across Queensland, engaging 78 artists 22 film scoring workshops were delivered to 18 schools and 428 students across Brisbane and regional Queensland through Score it! a statewide composition competition for secondary school students in Queensland the Mount Isa Gala included two concerts, three workshops and attracted more than 900 attendees the Cape York Instrumental Project workshops attracted 1920 attendees Yarrabah Festival included 52 activities and attracted more than 4000 attendees. <p>Note: 2016 was a non-festival year</p>
Financial reporting	QMF provides annual financial reports to the Queensland Parliament in accordance with Treasury policy. Arts Queensland conducts compliance checks to ensure accountability. Queensland Music Festival 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 subcommittee fees if applicable	Actual fees received
Chairperson	Athol Young	9	N/A	N/A	\$0
Deputy Chairperson	Rodney Wissler	8	N/A	N/A	\$0
Director	Danielle Duell	10	N/A	N/A	\$0
Director	Karen Hanna Miller	5	N/A	N/A	\$0
Director	Alison Mobbs	10	N/A	N/A	\$0
Director	Victoria Somlyay	8	N/A	N/A	\$0
Director	Darren Busine (from March 2017)	5	N/A	N/A	\$0
Director	Jim Reeves (from March 2017)	5	N/A	N/A	\$0
Director	John Willsteed (from March 2017)	4	N/A	N/A	\$0
Director	Cindy Shannon (from March 2017)	2	N/A	N/A	\$0
Director	Dominic McGann (from March 2017)	3	N/A	N/A	\$0
Director	Helen Gluer (did not seek reappointment; resigned 27 October 2016)	1	N/A	N/A	\$0
Number of scheduled meetings/sessions		10			
Total out-of-pocket expenses		\$0			

Major Brisbane Festivals Pty Ltd (MBF)

Title	Description
Act or instrument	<i>Corporations Act 2001 (Cth)</i>
Functions	MBF was created by the state government and the Brisbane City Council. 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	<p>Key achievements for 2016–17 include:</p> <ul style="list-style-type: none"> attendance of more than 752,000 more than 234 free and ticketed performances, including Riverfire on 24 September 2016 16 international productions, 3 Australian productions five new commissions including Rainbow Vomit by Dancenorth, Troppo by Circa, and the La Boite and Opera Queensland production Snow White 31 Queensland-based arts organisations were a part of the 2016 Festival, including Access Arts, La Boite, Circa, Dancenorth, Metro Arts, Queensland Symphony Orchestra, Brisbane Excelsior Band, Jazz Queensland and Belloo Creative engaged more than 878 Queensland artists and arts workers.
Financial reporting	MBF 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 <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 subcommittee fees if applicable	Actual fees received
Chairperson	Paul Spiro	10	N/A	N/A	\$0
Deputy Chairperson	Philip Bacon AM (joint)	10	N/A	N/A	\$0
Director	Michael Power (joint) (from November 2016)	3	N/A	N/A	\$0
Director	Chris Tyquin (joint)	6	N/A	N/A	\$0
Director	Simon Morrison (state) (from November 2016)	5	N/A	N/A	\$0
Director	Alison Smith (state) (from November 2016)	6	N/A	N/A	\$0
Director	Mandy Thomas (state) (from November 2016)	5	N/A	N/A	\$0
Director	Amanda Newbery (BCC)	10	N/A	N/A	\$0
Director	Ian Klug (BCC)	7	N/A	N/A	\$0
Director	Cory Heathwood (BCC)	9	N/A	N/A	\$0
Director	Peter Hyland (until 30 November 2016)	1	N/A	N/A	\$0
Director	Anna Marsden (until 30 November 2016)	2	N/A	N/A	\$0
Director	Ian Turner (until 30 November 2016)	4	N/A	N/A	\$0
Number of scheduled meetings/sessions		10			
Total out-of-pocket expenses		\$0			

Queensland Plan Ambassadors Council

Title	Description				
Act or instrument	<i>Queensland Plan Act 2014</i>				
Functions	<p>The Queensland Plan Ambassadors Council (the Council) fosters community engagement and shared responsibility for achieving the long-term vision and goals of the Queensland Plan. Ambassadors on the Council serve 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.</p> <p>The Council has a number of key roles: advocacy and leadership, providing independent advice and monitoring progress towards the plan’s vision.</p>				
Achievements	In 2016–17, six new Ambassadors were appointed, providing a strong platform to support the Council’s ongoing work. The Council met five times in 2016–17, including regional meetings in Ipswich and Townsville. Achievements against the plan are outlined in the annual progress report.				
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 subcommittee fees if applicable	Actual fees received
Chairperson	The Hon. Tony McGrady	5	N/A	N/A	\$0
Deputy Chairperson	Mark Henley	3	N/A	N/A	\$0
Member	Jordyn Archer	0	N/A	N/A	\$0
Member	Joel Buchholz	2	N/A	N/A	\$0
Member	John Cole	4	N/A	N/A	\$0
Member	Margaret de Wit	1	N/A	N/A	\$0
Member	Daniel Gschwind	4	N/A	N/A	\$0
Member	Ian Frazer	0	N/A	N/A	\$0
Member	Joanne Grainger	0	N/A	N/A	\$0
Member	Peter Hoj	0	N/A	N/A	\$0
Member	Kathy MacDermott	0	N/A	N/A	\$0
Member	Shelley Argent	4	N/A	N/A	\$0
Member	Karen Tully	2	N/A	N/A	\$0
Member	Leon Yeatman	3	N/A	N/A	\$0
Member	Kate Tully	3	N/A	N/A	\$0
Member	Erin Faithful	1	N/A	N/A	\$0
Member	Taj Pabari	0	N/A	N/A	\$0
Member	Roger Scott	4	N/A	N/A	\$0
Member	Allan Dale	2	N/A	N/A	\$0
Number of scheduled meetings/sessions		5			
Total out-of-pocket expenses		\$388			

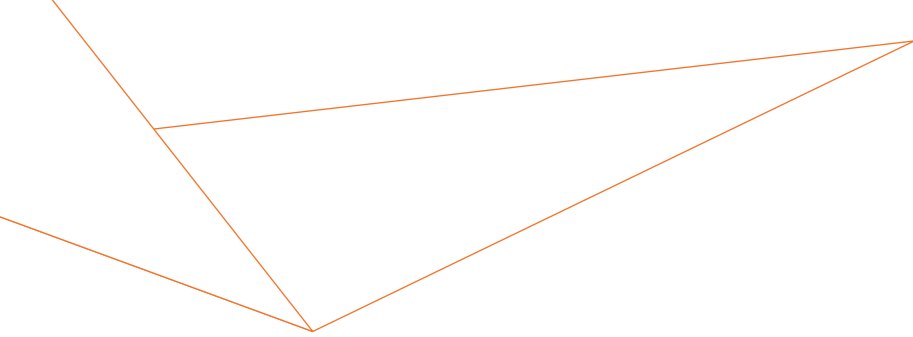
Glossary of terms

1WS	1 William Street	JWCOCA	Judith Wright Centre of Contemporary Arts
ACPA	Aboriginal Centre for the Performing Arts	KPMG	Klynveld Peat Marwick Goerdeler
AQ	Arts Queensland	MIPCOM	Marché International des Programmes de Communication
AQIAF	Advanced Queensland Industry Attraction Fund	MIPTV	Marché International des Programmes de Télévision
ARMC	Audit and Risk Management Committee	MBF	Major Brisbane Festivals
ARR	Annual report requirements for Queensland government agencies	MP	Member of Parliament
BCC	Brisbane City Council	N/A	Not applicable
CAA	Corporate Administration Agency	NSW	New South Wales
CBRC	Cabinet Budget Review Committee	OQPC	Office of the Queensland Parliamentary Counsel
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	QAGOMA	Queensland Art Gallery Gallery of Modern Art
COAG	Council of Australian Governments	QAO	Queensland Audit Office
CPI	Consumer Price Index	QGEA	Queensland Government Enterprise Architecture
DAAS	Desktop as a Service	QM	Queensland Museum
DDG	Deputy Director-General	QMF	Queensland Music Festival
DG	Director-General	QPE	Queensland Production Expenditure
DHPW	Department of Housing and Public Works	QVAC	Queensland Veterans' Advisory Council
DPC	Department of the Premier and Cabinet	SLA	Service Level Agreement
FAA	<i>Financial Accountability Act 2009</i>	STEM	Science, Technology, Engineering and Mathematics
FPMS	Financial and Performance Management Standard 2009	YMCA	Young Men's Christian Association
FTE	Full-time equivalent		
GOMA	Gallery of Modern Art		
GST	Goods and Services Tax		
HR	Human Resources		
ICT	Information and communication technology		
IT	Information technology		

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 7	Letter of compliance
Accessibility	Table of contents	ARRs – section 9.1	Contents
	Glossary		Glossary
	Public availability	ARRs – section 9.2	Communication objective
	Interpreter service statement	Queensland Government Language Services Policy ARRs – section 9.3	Communication objective
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	Copyright
	Information licensing	QGEA – Information Licensing ARRs – section 9.5	Communication objective
General information	Introductory information	ARRs – section 10.1	Director-General's report
	Agency role and main functions	ARRs – section 10.2	Government objectives for the community List of legislation
	Operating environment	ARRs – section 10.3	Director-General's report
Non-financial performance	Government's objectives for the community	ARRs – section 11.1	Director-General's report Government objectives for the community
	Other whole-of-government plans/specific initiatives	ARRs – section 11.2	About the department
	Agency objectives and performance indicators	ARRs – section 11.3	About the department
	Agency service areas and service standards	ARRs – section 11.4	Key achievements
Financial performance	Summary of financial performance	ARRs – section 12.1	Financial summary

Summary of requirement		Basis for requirement	Annual report reference
Governance – management and structure	Organisational structure	ARRs – section 13.1	DPC’s roles and functions
	Executive management	ARRs – section 13.2	Our leaders
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	Statutory bodies
	<i>Public Sector Ethics Act 1994</i>	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	Our people
	Queensland public sector values	ARRs – section 13.5	
Governance – risk management and accountability	Risk management	ARRs – section 14.1	Risk management
	Audit committee	ARRs – section 14.2	Audit and Risk Management Committee
	Internal audit	ARRs – section 14.3	Internal audit
	External scrutiny	ARRs – section 14.4	External scrutiny
	Information systems and recordkeeping	ARRs – section 14.5	Corporate support functions
Governance – human resources	Workforce planning and performance	ARRs – section 15.1	Our people
	Early retirement, redundancy and retrenchment	Directive No.11/12 Early Retirement, Redundancy and Retrenchment Directive No.16/16 Early Retirement, Redundancy and Retrenchment (from 20 May 2016) ARRs – section 15.2	Our people
Open Data	Statement advising publication of information	ARRs – section 16	Open data Consultancies
	Consultancies	ARRs – section 33.1	Open data Consultancies
	Overseas travel	ARRs – section 33.2	Open data Overseas travel
	Queensland Language Services Policy	ARRs – section 33.3	Open data Queensland Language Services Policy



Summary of requirement		Basis for requirement	Annual report reference
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

Notes:

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs *Annual report requirements for Queensland Government agencies*

