

ANNUAL REPORT

2017–2018



Communication objective

This annual report provides information about the Department of the Premier and Cabinet's financial and non-financial performance for 2017–18. 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 2017–21 Strategic Plan and the Office of the Queensland Parliamentary Counsel's 2017–2021 Strategic Plan and the 2017–18 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, staff and individuals.



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28 September 2018

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

Dear Premier

We are pleased to submit for presentation to the Parliament the Annual Report 2017–18 and financial statements 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 can be found on page 101 of this annual report.

Yours sincerely



Dave Stewart
Director-General



Sandra Lawson
Acting Parliamentary Counsel

About the department

The Department of the Premier and Cabinet (DPC) is the lead agency of the Queensland Government.

DPC serves the Premier and Cabinet, builds confidence in and drives an innovative government, facilitating the delivery of the government's priorities. The department's vision is to make a real and tangible difference for Queenslanders today, and for future generations.

We lead the public sector in developing innovative and effective policy for government, and are a central point of resolution, providing objective and balanced advice, while leveraging external expertise. We maintain a whole-of-government line of sight when addressing issues and embrace new technologies and business models to ensure we capitalise on emerging trends and strategic opportunities for Queensland. We also ensure the delivery of a robust system of government and work to develop and empower our workforce so we can meet the challenges of the future.

DPC collaborates with agencies across government to deliver on the government's objectives for the community to build safe, caring and connected communities, encourage investment, innovation and infrastructure, create more jobs and strengthen Queensland's diverse economy. We also work to protect our unique

environment and build trust and confidence in government by supporting the delivery of quality frontline services.

We value and celebrate our diverse and inclusive Queensland communities, and consider the needs of all Queenslanders—no matter where they live or what their circumstances may be. We work for the people of Queensland, and we seek to meet their expectations of government and their aspirations for the future.

Each year, we measure our success as part of our ongoing commitment to continuous improvement. In 2017–18, 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 service delivery. DPC had high satisfaction amongst our key stakeholders, with 89 per cent agreeing we delivered services in a timely way, 90 per cent saying they had very positive interactions with DPC staff who were knowledgeable, helpful and understanding, and 88 per cent agreed that our services met their needs.

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

Strategic Plan 2017–21

The department's performance against the Strategic Plan 2017–21 is addressed in the following sections of the annual report: Policy Advice and Coordination, and Cabinet Support; Strategy and Engagement; Government Services; and in the Our People sections.



Objectives

Lead the public sector to achieve strong policy outcomes for the government

Grow the arts sector and foster a community that values the arts

Ensure the delivery of a robust system of government

Inform the strategic direction of government

Maintain a high-performing workforce

STRATEGIES

Lead development of forward thinking policy advice and programs.

Support integrated policy-making and program design through stakeholder partnerships.

Coordinate, develop and implement whole of government strategies and initiatives in response to emerging trends.

Coordinate the government Cabinet program.

MEASURES OF SUCCESS

Customer satisfaction with the department's engagement through the policy development process.

Customer satisfaction with support provided by Cabinet Services.

STRATEGIES

Manage investment programs that support individual artists and arts and cultural organisations across Queensland.

Support capacity building opportunities that strengthen the arts and cultural sector.

Enhance regional connectivity by supporting Queenslanders' access to arts and cultural experiences.

MEASURES OF SUCCESS

Customer satisfaction with Arts Queensland service delivery.

Visitation to state-owned cultural facilities.

STRATEGIES

Support the Premier and Cabinet in constitutional and legal matters and significant appointments.

Coordinate the Executive Council program and provide constitutional support to the Governor.

Provide policy and operational advice and support in relation to executive government and machinery of government matters.

Draft and publish legislation of the highest standard.

MEASURES OF SUCCESS

Customer satisfaction with support and advice provided by Government Services.

Customer satisfaction with legislation drafted and published by the Office of the Queensland Parliamentary Counsel.

STRATEGIES

Identify emerging trends and lead Queensland's future-focused strategy and policy development to support the delivery of the government's priorities.

Advocate Queensland's interests and facilitate negotiations and outcomes on issues of national and state significance through intergovernmental forums, in particular the Council of Australian Governments.

Provide strategic advice and coordination of the Premier's official overseas visits, functions and international relations.

Lead the planning and delivery of whole of government communication and events, including stakeholder and community engagement programs, advertising direction and crisis communication.

MEASURES OF SUCCESS

Customer satisfaction with support and advice from Strategy and Engagement Division.

STRATEGIES

Empower our people to perform at their highest level.

Foster a culture that inspires our people to collaborate, lead and act in ways that enhance their impact in our organisation.

Provide efficient and effective processes and systems.

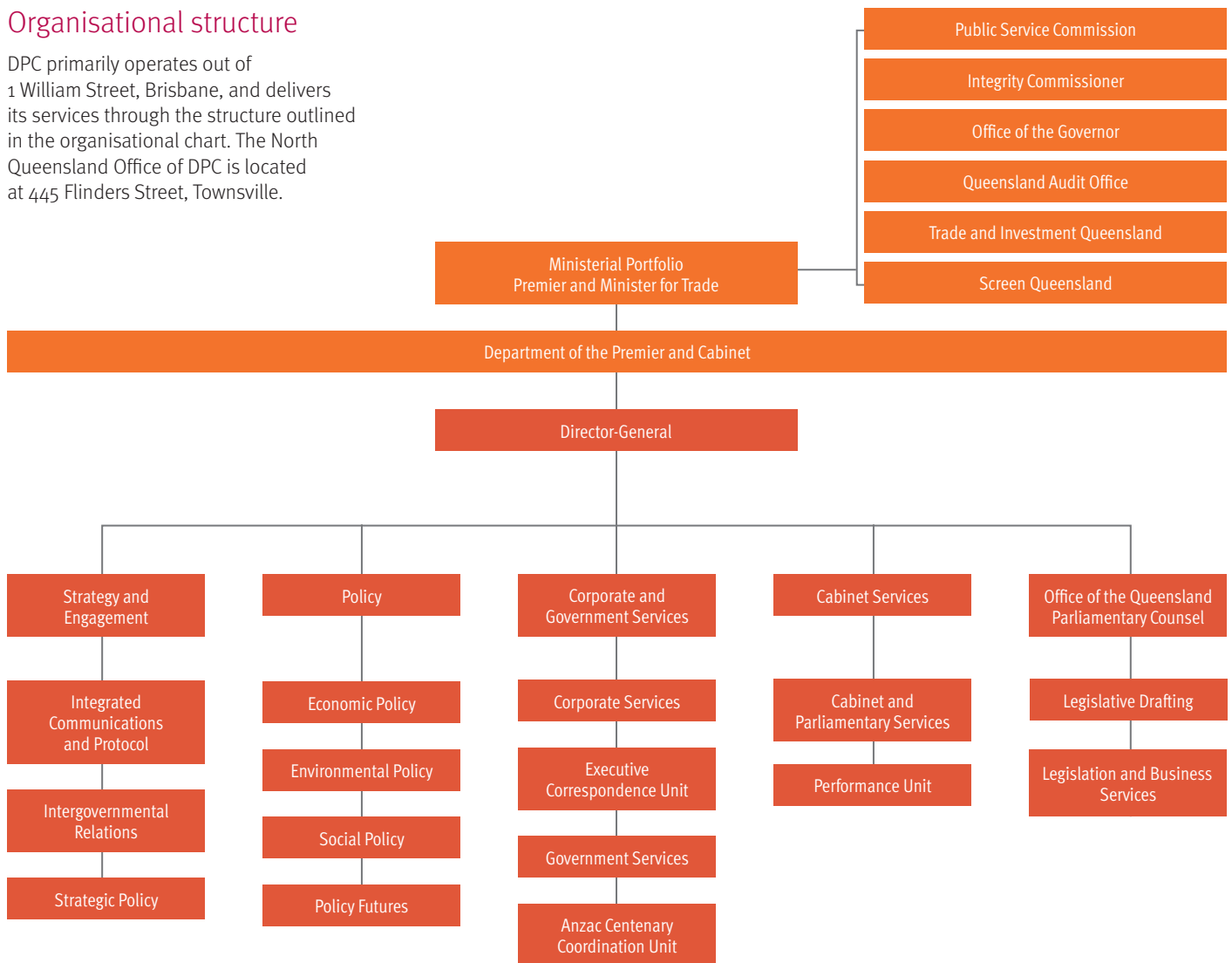
Deliver strong governance and risk management.

MEASURES OF SUCCESS

Employee opinion survey results in areas of job empowerment, innovation, organisational leadership and agency engagement.

Organisational structure

DPC primarily operates out of 1 William 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.



Machinery of government changes

Administrative Arrangements Order (AAO) (No. 3) 2017 transferred:

- ▶ the Arts Queensland function, Queensland Art Gallery, Queensland Museum, Queensland Performing Arts Trust, Queensland Theatre and the Corporate Administration Agency to the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts
- ▶ the Queensland Family and Child Commission to the Attorney-General and Minister for Justice
- ▶ Trade and Investment Queensland into the Premier's portfolio.

The Queensland Government Chief Information Office, the One-Stop Shop Strategy and Implementation Office and Digital Economy and Productivity (from the abolished Department of Science, Information Technology and Innovation) were also transferred to the Premier's portfolio. These functions were subsequently transferred to the Minister for Housing and Public Works, Minister for Digital Technology and Minister for Sport under Administrative Arrangements Amendment Order (AAAO) (No. 1) 2018 (9 February 2018).

Related annual reports

The following tables outline where the financial statements and the non-financial performance information can be found for the incoming and outgoing entities or functions that joined and left DPC in 2017–18 and the periods of reporting that are covered.

Financial statements	Related annual reports
Queensland Government Chief Information Office	
1 July 2017 to 12 December 2017	Department of Science, Information Technology and Innovation
13 December 2017 to 28 February 2018 (incoming)	Department of the Premier and Cabinet
1 March 2018 to 30 June 2018 (outgoing)	Department of Housing and Public Works
One-Stop Shop Strategy and Implementation Office	
1 July 2017 to 12 December 2017	Department of Science, Information Technology and Innovation
13 December 2017 to 28 February 2018 (incoming)	Department of the Premier and Cabinet
1 March 2018 to 30 June 2018 (outgoing)	Department of Housing and Public Works
Digital Economy and Productivity	
1 July 2017 to 12 December 2017	Department of Science, Information Technology and Innovation
13 December 2017 to 28 February 2018 (incoming)	Department of the Premier and Cabinet
1 March 2018 to 30 June 2018 (outgoing)	Department of Housing and Public Works
Arts Queensland	
1 July 2017 to 31 December 2017	Department of the Premier and Cabinet
1 January 2018 to 30 June 2018 (outgoing)	Department of Environment and Science
Corporate Administration Agency	
1 July 2017 to 31 December 2017	Department of the Premier and Cabinet
1 January 2018 to 30 June 2018 (outgoing)	Department of Environment and Science
Non-financial performance information	Related Annual Report
Queensland Government Chief Information Office	
1 July 2017 to 30 June 2018 (outgoing)	Department of Housing and Public Works
One-Stop Shop Strategy and Implementation Office	
1 July 2017 to 30 June 2018 (outgoing)	Department of Housing and Public Works
Digital Economy and Productivity	
1 July 2017 to 30 June 2018 (outgoing)	Department of Housing and Public Works
Arts Queensland	
1 July 2017 to 30 June 2018 (outgoing)	Department of Environment and Science
Corporate Administration Agency	
1 July 2017 to 30 June 2018 (outgoing)	Department of Environment and Science

Other entities in the Premier's portfolio

The Premier's ministerial portfolio also includes the Public Service Commission, Queensland Integrity Commissioner, Office of the Governor, the Queensland Audit Office, Screen Queensland and Trade and Investment Queensland. For further information, please refer to each agency's annual report. For Screen Queensland, refer to their tabled Financial Statements.

Director-General's report

For the Department of the Premier and Cabinet, 2017–18 focused on delivering government objectives to build a safer, fairer, more inclusive and prosperous Queensland.

In 2017–18 the department focused on engaging Queenslanders in tackling key social issues—bullying and cyberbullying, the scourge of ice in Queensland communities and addressing domestic and family violence.

We established the Queensland Anti-Cyberbullying Taskforce, holding 59 consultations with the Queensland community and developed the 'Bullying is not ok' public awareness campaign.

More than \$100 million over five years was identified to implement the foundation initiatives to reduce the supply, demand and harms of ice use in Queensland through the *Action on Ice* plan.

DPC continued the domestic and family violence whole-of-government reform program and launched the *Queensland Government Bystander Campaign* to encourage Queenslanders to speak up and do something about domestic and family violence.

On 23 November 2017, I was proud to announce that after a 12 month journey, DPC was accredited as a White Ribbon Workplace and is now officially recognised by White Ribbon Australia (WRA) as a pioneer in contributing to cultural change to prevent and respond to violence against women.

To support jobs and Queensland's economic growth, DPC supported investment in Queensland jobs through the *Advance Queensland Industry Attraction Fund Panel*, to build the appeal of Queensland and attract new business to our great State.

We also delivered exciting, future-focused strategies such as the *Queensland Drones*

Strategy, the first of its kind in Australia, to build on Queensland's strengths and leverage the state's innovation success.

The *Advance Queensland Screen Industry 10-year Roadmap and Action Plan* to target emerging opportunities in the sector was released, aiming to build Queensland as a global commercial and creative leader.

Following the 2017 State Election, DPC delivered the swearing-in of the new ministry at Government House on 12 December 2017.

Following the machinery of government changes, we also farewelled our colleagues from Arts Queensland, the Corporate Administration Agency and Queensland Family and Child Commission and welcomed Trade and Investment Queensland into the Premier's portfolio.

The department undertook significant planning for the April 2018 Commonwealth Games, including media strategy planning, and coordinating three Royal Advance Visits ahead of Their Royal Highnesses' visit to Queensland.

As the centenary of the First World War continued, the department supported commemorative projects and activities across the state through the Queensland Anzac Centenary grants program. The department progressed the development of the Anzac Legacy Gallery at the Queensland Museum, South Bank, including relocation of the First World War German tank *Mephisto* from Ipswich, and completed community awareness and engagement activities regarding the fourth and final stage of restoration and enhancement works of Anzac Square, Brisbane.

After heading up the Office of the Queensland Parliamentary Counsel (OQPC) as Queensland Parliamentary Counsel, and delivering the legislative program for Queensland Government agencies since 2016 (and as Deputy Parliamentary Counsel since 2010), we farewelled our valued colleague Annette O'Callaghan. Annette took up the position as the New South Wales Parliamentary Counsel in June 2018. I'd like to thank Annette for her leadership and contribution and wish her all the best in her new position. Throughout 2017–18, OQPC drafted 315 legislative instruments that totalled 9,855 pages.

In June 2018, DPC finalised development of *Our Future State: Advancing Queensland's Priorities* leading the process to assist the Cabinet and government to develop its whole-of-government priorities for the next term of government. We also established governance arrangements to implement the priorities, including www.ourfuture.qld.gov.au to track progress.

While a lot has been achieved, there is still much to accomplish as we strive to make a real and tangible difference to the lives of Queenslanders. I thank the dedicated, hard-working and innovative staff in DPC and look forward to working together to continue to make a positive difference for all Queenslanders.



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 were:

- ▶ 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 economic position within the global marketplace to enable Queensland industry, business and regions to thrive.

DPC led the Advance Queensland Industry Attraction Fund (AQIAF) Panel ensuring a whole-of-government approach to attracting innovative, job-creating businesses and industries to Queensland. At 30 June 2018, the government has provided \$30.306 million to support 10 projects, which collectively support 820 jobs over five years, with capital expenditure of \$300 million.

DPC continued to support regional economic development and job creation, supporting the Premier to ensure delivery of the Advancing North Queensland priorities on roads, infrastructure, water and energy security, research and innovation, tourism, trade and investment, and the North Queensland Stadium.

Delivering quality frontline services

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

In 2017–18, the Governing from the Regions program provided an opportunity for regional communities to talk with the Premier, Ministers and Directors-General over a week-long period. Governing from the Regions were held in Cairns, the Gold Coast, Wide Bay, Ipswich and Mackay/Whitsundays. A Community Forum was introduced into the program in Governing from Mackay/Whitsundays in May 2018. 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 leadership, coordination, development and implementation of policy.

In 2017–18 DPC collaborated across government to provide coordination and leadership as well as policy analysis and advice on, drought relief, vegetation management reform, agriculture and food research and fisheries reform.

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

DPC supported Queensland's participation at the Great Barrier Reef Ministerial Forum and supported the Department of Environment and Science (as lead) to improve the Reef's resilience and water quality, and efforts to respond to climate change including work to establish the Government's \$500 million Land Restoration Fund.

Building safe, caring and connected communities

DPC played a lead role in building safe, caring and connected communities by working with communities, local governments and other organisations to address domestic and family violence, bullying and cyberbullying and ice use in Queensland.

DPC led the whole-of-government reform program in response to the *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* (the Not Now, Not Ever) report. The department provided secretariat support to the Domestic and Family Violence Implementation Council to oversee and advocate for action on eliminating domestic and family violence.

The department provided whole-of-government direction and guidance to drive the cultural change required to enhance gender equity and to prevent violence against women and domestic and family violence through leadership of the Queensland Public Sector Inclusion Champions of Change (QPS ICC) and the Child Protection and Domestic and Family Violence Inter Departmental CEO Committee (IDCC).

The department also provided secretariat support to the Queensland Anti-Cyberbullying Taskforce from its first meeting on 16 March 2018 until the end of the reporting year. DPC supported the Taskforce to deliver 59 consultations to seek the views of the Queensland community about ways to tackle the issue and gain insights from those affected by cyberbullying of children and young people.

DPC developed a series of immediate actions to tackle bullying and cyberbullying including convening an anti-bullying roundtable of approximately 30 key stakeholders; developing the '*Bullying is not ok*' public awareness campaign, launched on National Day of Action against Bullying and Violence; and advocating at the Council of Australian Governments for national action against bullying and cyberbullying.

In 2017–18, DPC delivered *Action on Ice: the Queensland Government's plan to address use and harms caused by crystal methamphetamine* culminating in more than \$100 million in investment over five years to implement the foundation initiatives aimed at reducing the supply, demand and harms of ice use in Queensland.

In 2017–18, DPC's Anzac Centenary Coordination Unit continued to lead and collaborate with stakeholders and partners to deliver key commemoration activities with community-focused partners, including:

- ▶ commemorations for the 100th anniversary of the Battle of Polygon Wood in Roma, Cairns, Rockhampton and Cloncurry
- ▶ a twelve-month sponsorship of the Salute to the Light Horse performances through the Australian Outback Spectacular including special commemorative presentations on 31 October 2017 for the 100th anniversary of the Battle of Beersheba
- ▶ sponsorship of a commemorative ride with almost 100 horses who travelled through Ilfracombe, Barcaldine, Longreach and Winton also in honour of the Battle of Beersheba
- ▶ funding to support the 2018 Premier's Anzac Prize
- ▶ More than \$1.7 million allocated to 95 grantees, bringing the total of community projects awarded funding over 11 rounds since 2014 to 335 grants, with a value of more than \$6.89 million. The final rounds of funding were awarded in June 2018 with a majority of projects scheduled to be delivered in conjunction with the 100th anniversary of the signing of the Armistice on 11 November 2018.

Further information about how DPC delivered on the Government Objectives for the Community is detailed in Policy Advice and Coordination, and Cabinet Support; Strategy and Engagement; Government Services and Office of the Queensland Parliamentary Counsel sections of this report.

Looking ahead:

Our Future State: Advancing Queensland's Priorities

On 11 June 2018, the Premier released the government's plan to advance Queensland—both now and into the future.

Our Future State: Advancing Queensland's Priorities focuses on the major challenges facing Queensland.

The government's priorities for the Queensland community are:

1. Create jobs in a strong economy
2. Give all our children a great start
3. Keep Queenslanders healthy
4. Keep communities safe
5. Protect the Great Barrier Reef
6. Be a responsive government.

The priorities reflect what the government commits to deliver for Queenslanders and reflect the government's values and reinforce the commitments it took to the 2017 election.

The priorities were reflected in the 2018–19 State Budget and fulfil the requirement of the *Financial Accountability Act 2009* to prepare and publish a 'Statement of Objectives for the Community'.

To ensure Queenslanders can see the progress the government is making on its targets, DPC has published the priorities, their measures and targets on the website www.ourfuture.qld.gov.au

As well as reporting regularly on progress, the website will also provide case studies on key achievements the government and the community are making to improve outcomes for Queenslanders.

To ensure the priorities remain at the forefront of the government's effort and investment, DPC developed and implemented new governance arrangements across the Queensland public service.

Sponsored and led by Directors-General and the Public Service Commission, these new arrangements harness and blend the diverse experiences and expertise of senior executives across the Queensland public service—charging them with working across portfolios to develop innovative solutions to progress towards the priority targets.

The Performance Unit in Cabinet Services, DPC, will also work across departments to determine and deliver the key actions necessary to tackle the priorities and meet the targets and monitor and report on progress.



Policy Advice and Coordination, and Cabinet Support

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

Cabinet Services provides Cabinet and Cabinet Committee processes and whole-of-government performance management and reporting.

Policy Advice and Coordination, and Cabinet Support's strategic objective in the department's Strategic Plan 2017–21 was to lead the public sector to achieve strong policy outcomes for the government.

Key achievements 2017–18

- ▶ Led the development across the government of *Our Future State: Advancing Queensland's Priorities*, which is the government's plan to advance Queensland—both now and into the future and established the whole-of-government governance arrangements for implementation.
- ▶ Finalised the list of government election commitments and ministerial charter letters and arrangements for monitoring and reporting on implementation following the State Election in November 2017.
- ▶ Provided support to the Premier and Cabinet in five Governing from the Regions meetings across Queensland to further engage with regional issues, and four off-site Cabinet meetings.
- ▶ Developed policies to diversify Queensland's economy by facilitating investment, encouraging innovation and planning for infrastructure development that creates jobs.
- ▶ Encouraged 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.
- ▶ Provided secretariat, policy and analytical support to the Premier's Business Advisory Council and the Working for Queensland Interdepartmental Committee.
- ▶ Supported the Premier to drive the government's North Queensland policy agenda and priority projects for economic development including:
 - coordinating the Northern Australia White Paper Implementation and Engagement Strategy
 - supporting Queensland's participation at the Ministerial Forum on Northern Development.
- ▶ Supported implementation of the government's Strategic Blueprint for Queensland's North West Minerals Province, which is aimed at facilitating a strong and prosperous future for the region.
- ▶ Established the Queensland Anti-Cyberbullying Taskforce to develop a framework for addressing cyberbullying in Queensland.
- ▶ Supported 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, and supported the independent Townsville Community Champion in engaging the local community in addressing youth crime
 - ensuring an independent evaluation of initiatives to tackle alcohol-related violence
- finalised *Action on ice*, the government's plan to tackle ice use in Queensland, after undertaking extensive community consultation across Queensland.
- ▶ Supported the implementation of the Department of Housing and Public Works' 10-year strategy to provide safe and affordable housing to Queenslanders.
- ▶ Facilitated Queensland's disaster management and counter-terrorism arrangements to ensure they remain responsive to the current and emerging risk environment.
- ▶ Continued to support the Queensland Disaster Management Committee and Queensland Security Committee.
- ▶ Supported and monitored 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.
- ▶ Provided strategic oversight to Queensland's response to historical firefighting foam chemical contamination.
- ▶ Provided strategic support for the successful delivery of the government's election commitment to reinstate laws that will help reduce Queensland's

- land clearing rates and end broad scale clearing of remnant vegetation for high-value agriculture and irrigated high-value agriculture.
- ▶ Contributed to the detailed business case and government funding decisions in relation to Rookwood Weir.
- ▶ Facilitated cross-agency collaboration on the development of a new financial assurance system and improved mine rehabilitation processes for resource projects in Queensland, including through the creation of the Mineral and Energy Resources (Financial Provisioning) Bill 2017 and associated regulations.
- ▶ Contributed to the development of a new levy on material sent to landfill as a key component of a comprehensive waste strategy for Queensland.
- ▶ Supported Queensland's participation at the Great Barrier Reef Ministerial Forum.
- ▶ Continued to coordinate, develop and provide leadership 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 IDCC, and the Domestic and Family Violence Executive Group.
- ▶ Led the Queensland Government response to the Royal Commission into Institutional Responses to Child Sexual Abuse.
- ▶ Continued to lead the government's response to the challenge of climate change through co-chairing the Climate Change Interdepartmental Committee with the former Department of Environment and Heritage Protection, and ongoing involvement in initiatives to protect and manage the Great Barrier Reef World Heritage Area.
- ▶ Supported the policy settings to stimulate the advancement of renewable energy, including hydroelectricity, while maintaining affordable and secure supply.

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 and Coordination, and Cabinet Support service area.

Department of the Premier and Cabinet	Notes	2017–18 Target/Est.	2017–18 Actual
Service area: Policy Advice and Coordination, and Cabinet Support			
Service: Policy advice and coordination			
Service standards			
<i>Effectiveness measure</i>			
Client satisfaction with DPC engagement with the policy development process	1	85%	79%
<i>Efficiency measure</i>			
Total cost per hour of policy advice and development output	2	\$140/hour	\$136/hour
Service: Cabinet support			
Service standards			
<i>Effectiveness measures</i>			
Client satisfaction with support provided by Cabinet Services	1	85%	85%
Client satisfaction with advice by DPC to agencies on performance management and reporting requirements	1	85%	77%
<i>Efficiency measure</i>			
Average cost of supporting the Cabinet to govern from the regions	3	\$15,000	\$12,153

Notes:

- This service standard informs on overall satisfaction of the service and is derived from an annual client survey. Clients are ministers, chiefs of staff, directors-general and their departments' cabinet legislation and liaison officers and senior policy officers. In 2017–18, DPC introduced a new satisfaction scale in its survey. This has resulted in the establishment of new baselines.
- This service standard informs on the total cost per hour for the provision of policy advice. The calculation methodology applied to determine average cost per hour is—the total operational expense per annual period, plus a percentage of centralised costs, divided by the total cumulative recurrent standard hours per annual period.
- This service standard measures costs incurred by Cabinet Services in supporting Cabinet to govern from the regions and community receptions. Support costs include venue and equipment hire, and costs associated with DPC staff preparing for and attending the meeting/reception. In 2017–18 there were five meetings held at Cairns, Gold Coast, Wide Bay, Ipswich and Mackay/Whitsunday. Travel costs are dependent on the location where the meeting/reception is held.

Future directions for 2018–19

- ▶ Deliver the Cabinet, Cabinet Committee and Parliamentary legislative agenda and processes, Governing from the Regions program and the implementation, monitoring and reporting of government priorities and election commitments.
- ▶ Support, coordinate and contribute to the delivery of *Our Future State: Advancing Queensland's Priorities*.
- ▶ Coordinate policies to diversify Queensland's economy by facilitating investment and encouraging innovation.
- ▶ Stimulate the advancement of renewable, reliable and low-cost energy supply to support Queensland's community and industry growth.
- ▶ Continue to provide secretariat, policy and analytical support to the Premier's Business Advisory Council.
- ▶ Continue to provide secretariat support to the Queensland Anti-Cyberbullying Taskforce in development of a framework and recommendations to address cyberbullying of children and young people in Queensland.
- ▶ Continue support for protection of the environment and ongoing involvement in initiatives to protect and manage the Great Barrier Reef World Heritage Area.
- ▶ Provide strategic support for the delivery of the government's Great Barrier Reef commitments through the revised Reef 2050 Long-Term Sustainability Plan.
- ▶ Respond to the challenges of climate change including the government's flagship \$500 million Land Restoration Fund; growing Queensland's advanced resource recovery, recycling and waste industry; and reinstating a sustainable vegetation management framework.
- ▶ Support policy settings for the growth of a productive and prosperous food and fibre sector that will generate long-term jobs, underpinning the economies of our regional and rural communities.
- ▶ Provide strategic leadership for:
 - addressing native title compensation settlement in Queensland
 - the delivery of government commitments related to Murray-Darling Basin reform.
- ▶ Contribute to the implementation of the Queensland Bulk Water Opportunities Statement and related bulk water infrastructure planning.
- ▶ Support the review of Queensland's native timber production policy, progress of reforms under the *Queensland Sustainable Fisheries Strategy 2017–2027*, and review Queensland's drought policy setting.
- ▶ Contribute to the development of a comprehensive waste management strategy (underpinned by a waste disposal levy) to increase recycling and recovery and create new jobs.
- ▶ Provide strategic support for the delivery of the government's Climate Change Response commitments being actioned through the *Queensland Climate Transition Strategy* and the *Queensland Climate Adaptation Strategy*.
- ▶ Coordinate cross agency collaboration to implement the government's commitments to protect the environmental values of the rivers in the Channel Country.
- ▶ Contribute to the development of the 10-year roadmap for the arts, cultural and creative sector in order to grow a vibrant and sustainable arts, cultural and creative sector in Queensland.
- ▶ Coordinate Queensland's disaster management and counter-terrorism arrangements, including support for the Queensland Disaster Management Committee and the Queensland Security Cabinet Committee.
- ▶ Coordinate, develop and provide leadership on the implementation of the recommendations for domestic and family violence prevention, including the ongoing operation of the Domestic and Family Violence Implementation Council.
- ▶ Continue to oversee the independent evaluation of initiatives to tackle alcohol-related violence.
- ▶ Deliver further phases of a \$3.2 million ice information campaign, to enhance public awareness of the nature and effects of ice and where and how to find them.
- ▶ Support the delivery of initiatives such as:
 - enhancing the transparency and accountability of local governments in Queensland through implementing the integrity reforms agreed in the government response to the *Crime and Corruption Commission report Operation Belcarra: A blueprint for integrity and addressing corruption risk in local government*, and to the *A fair, effective and efficient framework report* by the independent councillor complaints review panel
 - coordinating various advisory councils and taskforces providing an opportunity for community leaders to work with the Queensland Government to help shape policy and initiatives
 - supporting the independent Townsville Community Champion in advocating for community driven solutions to address youth crime in Townsville; and assisting in the community engagement process.

Case study

Queensland Government Response to the Royal Commission into Institutional Responses to Child Sexual Abuse

The Royal Commission into Institutional Responses to Child Sexual Abuse, was established in January 2013 and undertook a significant inquiry into institutions' responses to child sexual abuse.

Over the course of the inquiry, the Royal Commission identified widespread and systemic failings in protecting children and responding to institutional child sexual abuse. It also raised public expectations of the responsibilities of institutions to keep children safe.

The Royal Commission's final report (Final Report) was presented to governments and tabled in the Commonwealth Parliament on 15 December 2017. It comprised 18 volumes and 189 recommendations. The Final Report recommendations are additional to 220 recommendations made in three prior reports—*Working with Children Checks report*, *Redress and Civil Litigation report*, and *Criminal Justice report*.

The Queensland Government Response (Government Response) responds to all 409 recommendations made by the Royal Commission across these four reports and was the culmination of six months of inter-agency and interjurisdictional analysis and collaboration, led by DPC.

DPC also negotiated Queensland opting in the National Redress Scheme, with a \$500 million commitment for Queensland Government institutions to participate. The National Redress Scheme will provide people who experienced institutional child sexual abuse with three forms of redress: a monetary payment, counselling support, and a direct personal response from the responsible institution. While no amount can ever compensate for the hurt caused to people who experienced abuse, the National Redress Scheme is an important means of acknowledging people's harrowing experiences of abuse.

The Queensland Government believes that partnerships with the community are essential to effectively implement the reforms recommended by the Royal Commission. Significant stakeholder engagement has been undertaken through nine, ministerial led roundtables across Queensland. The key messages heard at the roundtables strongly align with the findings of the Royal Commission's Reports and are consistent with government departments' understandings of the key issues and challenges of their respective stakeholders.

Following the release of the Government Response, the Minister for Child Safety, Youth and Women and Minister for the Prevention of Domestic and Family Violence has established a Truth, Healing and Reconciliation Taskforce as an opportunity for the Queensland Government to build on the work by the Royal Commission to continue to hear the voices of people who experienced institutional child abuse in the implementation of the Royal Commission's recommendations.

Over the next six months, DPC will work with relevant agencies as they progress implementation of work already underway, for inclusion in the Queensland Government's first annual report of the inquiry in December 2018.

DPC will also continue to represent the Queensland Government through interjurisdictional forums, to progress those recommendations made by the Royal Commission that require national consideration or collaboration.



Strategy and Engagement

Strategy and Engagement leads intergovernmental relations, strategic policy, integrated communications, protocol, events coordination, sponsorship, and regional, national and international engagement for the Queensland Government.

Strategy and Engagement informs the strategic direction of government (*Strategic Plan 2017–21*) and performs a leadership and coordination role across government to ensure Queensland remains future-focused in contributing to the delivery of the government's objectives for the community. The division also influences whole-of-government policy development through evidence-based research, best practice and evaluation. It also advocates for Queensland's best interests in intergovernmental forums, leads strategic communication, and maximises external engagement for the Queensland Government.

Strategy and Engagement also oversees Trade and Investment Queensland (TIQ) and Screen Queensland's interface with DPC to support the Premier as the Minister for Trade.

Key achievements for 2017–18

- ▶ Led the planning and delivery of whole-of-government communication activities involving stakeholder and community engagement programs, advertising direction and crisis communication through:
 - delivery of critical communication campaigns, comprising the:
 - *Domestic and Family Violence Bystander* campaigns across the state to raise awareness of domestic and family violence among youth and to encourage intervention by bystanders
 - the *Go Local* campaign in Mackay and Townsville
 - delivery of the whole-of-government *Crisis Communication Plan*
 - leading the Heads of Communication Network to drive the planning and delivery of whole-of-government communication and digital engagement
 - managing the Government Advertising and Communication Committee process to ensure rigour around government advertising and implementing the Queensland Audit Office recommendations into government advertising.
- ▶ Advised internal and external clients on best practice event delivery and sponsorship strategy by:
 - leading 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 76 active sponsorships including major events, driving key objectives of the Queensland Government such as the inaugural World of Drones Congress 2017, World Science Festival Brisbane 2018, Beef Australia 2018 and Myriad 2018
 - delivering a range of events and engagement celebrations programs, including a program of events across the state celebrating Australia Day 2018 and Queensland Day 2018
- celebrating outstanding Queenslanders through delivery of significant award programs, including the:
 - 2017 Premier's Awards for Excellence to recognise the Queensland public service
 - 2018 Queensland Australian of the Year Awards on behalf of the National Australia Day Council
 - 2018 Queensland Reconciliation Awards to recognise initiatives advancing reconciliation
 - 2018 Queensland Great Awards to recognise long-term achievement and dedication.
- ▶ Provided strategic advice and coordination of international engagement activities including:
 - the Premier's two official overseas visits to the United States of America (USA) in February 2018, and the USA and Japan in June 2018
 - 26 official functions for visiting dignitaries, community events and annual functions supporting Queensland's strong relationships with trading partners such as China, India, Japan and USA
 - 28 official state visits and diplomatic communications.
- ▶ Delivered four state funerals for prominent Queenslanders and Australians who made significant contributions in their field of expertise.

- ▶ Supported the delivery of the 2018 Commonwealth Games including:
 - hosting dignitaries and bilateral meetings, and leading the Queensland leg for the Royal Visit by His Royal Highness Prince Charles and Her Royal Highness The Duchess of Cornwall to Brisbane and Bundaberg
 - delivering the team celebration event for GC2018 Commonwealth Games Athletes.
- ▶ Provided 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 COAG by leading:
 - the Interdepartmental Committee for Intergovernmental Relations to drive whole-of-government engagement on national and state policy matters
- Queensland's engagement in the Counter Terrorism COAG in October 2017, the Special Gathering of Indigenous Leaders in February 2018, and the General COAG in February 2018
- advocated anti-bullying and cyberbullying on the national COAG agenda.
- ▶ Supported the Queensland Plan Ambassadors Council and developed the *Queensland Plan 2016–17 Annual Progress Report* to demonstrate the government's progress on implementing the *Queensland Plan*.
- ▶ Successfully integrated TIQ and Screen Queensland into the portfolio to provide a whole-of-government coordinated international profile and to position Queensland as globally competitive.
- ▶ Published the *Queensland Drones Strategy* on 22 June 2018, an Australian first, to take advantage of this emerging technology.
- ▶ Worked with Screen Queensland to finalise and publish the *Advance Queensland Screen Industry 10-Year Roadmap and Action Plan*.

Case study

Royal Visit, 4–9 April 2018

Protocol Queensland in Strategy and Engagement led the planning and delivery of advance visits for the Queensland visits of Their Royal Highnesses, The Prince of Wales and The Duchess of Cornwall in early April. Their Royal Highnesses visited Brisbane and the Gold Coast together from 4–6 April 2018 and officially opened the Gold Coast 2018 Commonwealth Games. His Royal Highness, The Prince of Wales then continued his visit in regional Queensland until 9 April 2018.

Their Royal Highnesses attended 25 engagements in Brisbane, Gold Coast, Bundaberg, and Cairns as well as visiting some of Queensland's most iconic natural wonders including the Great Barrier Reef on Lady Elliot Island and the Daintree Rainforest at Mossman Gorge.

The Royal Visit reached a cumulative media audience of 26,226,935 and generated an equivalent advertising space rate of approximately \$3.5 million.



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 Strategy and Engagement service area.

Department of the Premier and Cabinet	Notes	2017–18 Target/Est.	2017–18 Actual
Service area: Strategy and Engagement			
Service standards			
<i>Effectiveness measures</i>			
Client satisfaction with advice and support relating to intergovernmental issues	1	85%	76%
Client satisfaction with advice and support provided by Strategy and Engagement	2	85%	70%
<i>Efficiency measure</i>			
Cost of strategic engagement services as a percentage of departmental cost	3	15%	12%

Notes:

1. This service standard informs on overall satisfaction of the service and is derived from an annual client survey. Clients are ministers, chiefs of staff, directors-general and their departments' cabinet legislation and liaison officers and senior policy officers. In 2017–18, DPC introduced a new satisfaction scale in its survey which has resulted in the establishment of new baselines.
2. This service standard informs on overall satisfaction of strategic engagement activities (delivered by Communication Services, Protocol Queensland and Events Coordination business units). Clients are ministers, chiefs of staff, directors-general and their departments' cabinet legislation and liaison officers and senior policy officers. In 2017–18, DPC introduced a new satisfaction scale in its survey. This measure was introduced in the 2017–18 Service Delivery Statement and is reported on for the first time in 2017–18.
3. This service standard informs on the overall cost of strategic engagement activities (delivered by Communication Services, Protocol Queensland and Events Coordination business units) as a percentage of the total departmental budget.

Future directions for 2018–19

- ▶ Shape the agenda of national forums and present best policy positions for Queensland through national engagement during COAG.
- ▶ Drive Queensland's future-focused strategy and policy development to support the delivery of the government's priorities.
- ▶ Support the Queensland Plan Ambassador Council.
- ▶ Support Screen Queensland to implement the *Advance Queensland Screen Industry 10-Year Roadmap and Action Plan* including the Brisbane Screen Production Facility and attracting renowned productions to Queensland.
- ▶ Provide strategic advice and coordination of events, Premier's official overseas visits and official functions.
- ▶ Deliver state-wide communication and campaigns that target important social issues.
- ▶ Implement the Regional Office initiative to enhance regional engagement.
- ▶ Provide a best practice advertising and sponsorship process across all Queensland Government agencies.
- ▶ Deliver key events and awards programs for the Premier and high-profile sponsorships such as the inaugural World Congress of Science and Factual Producers 2018 and Money Mines and Energy 2019.
- ▶ Lead TIQ and Screen Queensland's interface with DPC.
- ▶ Drive an international engagement program that positions Queensland as a globally competitive and engaged economy and complements the work of TIQ.

Case Study

World of Drones Congress 2017

The Queensland Government was instrumental in establishing the first World of Drones Congress held at the Brisbane Convention and Exhibition Centre on 31 August – 2 September 2017 and has committed sponsorship totalling \$600,000 to host this annual event in Queensland until 2019.

The World of Drones Congress is the world's first Asia-Pacific drones congress and in 2017 attracted more than 630 delegates from around the globe to the inaugural event.

The Queensland Government continues to enhance service delivery, safety and efficiency through drone technology in industries like emergency response, environmental monitoring, agriculture,

arts, energy and conservation. As the Principal Government Sponsor of the Congress, several Queensland Government departments showcased the government's capability in the drone sector.

The Queensland Government released the *Queensland Drones Strategy* following the launch of the consultation paper at the inaugural congress. Queensland is the first state to launch such a strategy, which aims to take advantage of this emerging technology to support the industry and deliver economic and employment benefits for Queensland.

Following the congress, two new offices of drone technology providers were established in Queensland, as well as drone pilot training facilities.

The strategic vision is for Queensland to be a world leader in drone technology and application. Queensland's drone industry has strong investment and job growth potential, supported by world-leading research and development capability, a highly-skilled workforce, and is a place where drones complement can enhance peoples' lives and support our communities.

The sponsorship cemented the government's position in the sector, which continues to drive economic, industry and community outcomes for Queensland.



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 2017–18

- ▶ Led the development of the government's response to the Finance and Administration Committee report on the Strategic Review of the Queensland Audit Office.
- ▶ In November 2017, prepared for the State General Election and an incoming government, providing whole-of-government caretaker advice and support, coordinating incoming government briefs, and ministerial office logistics, ICT, and accommodation support.
- ▶ Led the swearing-in of the new ministry following the State General Election.
- ▶ Completed a major IT network infrastructure upgrade for the ministerial and opposition networks and rollout of new IT hardware.
- ▶ Implemented a new electronic document and records management system specifically for Executive Council documents.
- ▶ Led the development of, and facilitated the introduction of, the *Ministerial and Other Office Holder Staff and Other Legislation Amendment Bill 2018*.
- ▶ Conducted community engagement and commenced works on the fourth and final stage of the Anzac Square restoration and enhancement project.
- ▶ Continued to lead the development of the new Anzac Legacy Gallery at the Queensland Museum, including reinstating the German First World War tank *Mephisto*.
- ▶ Allocated more than \$1.7 million to 95 grantees to complete Anzac Centenary themed community projects including research publications, commemorative events, performances and the restoration of memorials and honour boards.

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 Services service area.

Department of the Premier and Cabinet	Notes	2017–18 Target/est.	2017–18 Actual
Service area: Government Services			
Service standards			
<i>Effectiveness measure</i>			
Client satisfaction with support and advice provided by Government Services	1	85%	92%
<i>Efficiency measure</i>			
Cost of Government Services as a percentage of departmental cost	2	8%	8%

Notes:

1. This service standard informs on overall satisfaction of the service and is derived from an annual client survey. Clients are ministers, chiefs of staff, directors-general and their departments' cabinet legislation and liaison officers and senior policy officers. In 2017–18, DPC introduced a new satisfaction scale in its survey. This has resulted in the establishment of new baselines.
2. This service standard informs on the overall cost of Government Services as a percentage of the total departmental budget.

Future directions for 2018–19

- ▶ Complete a review of the Remuneration Procedures for part-time chairs and members of Queensland Government Bodies.
- ▶ Deliver the final year of the state's Anzac Centenary program including a suite of events and activities to commemorate the Armistice Centenary and delivery of community grants that highlight the important role played by Queenslanders in the First World War.
- ▶ Complete the fourth and final stage of the Anzac Square restoration and enhancement project, open the new Anzac legacy gallery at the Queensland Museum following completion of curatorial and exhibition works, and continue to deliver events and engagement activities as part of Q ANZAC 100, culminating in a commemoration in June 2019, of the centenary of the signing of the Treaty of Versailles.
- ▶ Allocate \$1.5 million in grant funding over three years to veterans' groups and other organisations for the creation, upkeep and renovation of monuments, memorials and other public sites recognising veterans' achievements and to provide support services to veterans.
- ▶ Coordinate, and implement policies to support the government's commitment to veterans.

Case Study

Anzac Legacy Gallery featuring *Mephisto*

As part of the Queensland Anzac Centenary commemorations, a permanent Anzac legacy gallery is being established at the Queensland Museum, South Bank under a joint initiative between the Queensland Government and the Anzac Centenary Public Fund. The Anzac-focused exhibition will explore the impact and legacy of the First World War on Queensland and the sacrifice made by our diggers.

As a commanding feature of the permanent gallery, the First World War German tank known as *Mephisto* was successfully returned to the Queensland Museum in February 2018.

The complex and delicate operation involved months of planning, two cranes and a temporary 'railway' to move the 33 tonne tank from The Workshops Rail Museum in Ipswich into place at the Queensland Museum. Impressively, the operation was executed in only one night.

Referred to as the world's rarest tank, and as one of Queensland's largest and most impressive pieces of First World War memorabilia, the imposing eight metre long A7V Sturmpanzerwagen will be a key feature of the Queensland Museum's Anzac legacy



gallery—an exhibition that will explore the impact and legacy of war on Queensland.

Australian troops, many of them Queenslanders, captured the massive German tank during the First World War in 1918. When the war ended, *Mephisto* was shipped to Australia where it was publicly displayed at the Queensland Museum for many decades.

In 2016, *Mephisto* left Queensland for the first time since 1919, and was loaned to the Australian War Memorial in Canberra. The tank returned to Queensland in June 2017

and was displayed at The Workshops Rail Museum in Ipswich while work commenced on its new home at the Queensland Museum.

The new Anzac legacy gallery is one of three large-scale legacy projects overseen by the Anzac Centenary Coordination Unit within DPC. The Anzac legacy gallery is delivered in partnership with Arts Queensland and the Queensland Museum, and with financial support from both the Queensland Government and the Anzac Centenary Public Fund.

Office of the Queensland Parliamentary Counsel

The Office of the Queensland Parliamentary Counsel (OQPC) supports democracy, the strategic direction of the Queensland Government 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 2017–18

- ▶ Provided high quality drafting services to deliver the government's legislative program within required timeframes.
- ▶ Drafted national scheme legislation on behalf of the Australasian Parliamentary Counsel's Committee.
- ▶ Completed the full transition to the new Queensland legislation website and redeveloped the OQPC intranet.
- ▶ Completed stage one and two of the indicative reprints project to help the Queensland community understand how proposed amendments would affect legislation introduced to Parliament.

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 Legislative Drafting and e-Publishing service.

Legislative Drafting and e-Publishing	Notes	2017–18 Target/est.	2017–18 Actual
Service area: Office of the Queensland Parliamentary Counsel			
<i>Effectiveness measure</i>			
Client satisfaction with legislative drafting services provided by the Office of the Queensland Parliamentary Counsel	1	85%	86%
Client satisfaction with the quality of access to legislation available online	1	85%	89%
<i>Efficiency measure</i>			
Average cost per hour of legislative drafting and publishing output	2	\$140/hour	\$136/hour

Notes:

1. This service standard informs on overall satisfaction with the services and is derived from an annual client survey. Clients are ministers, chiefs of staff, directors-general and their departments' cabinet legislation and liaison officers and senior policy officers. In 2017–18, DPC introduced a new satisfaction scale in its survey. This has resulted in the establishment of new baselines.
2. This is a new efficiency measure and informs the average cost per hour to draft and publish Queensland legislation. The methodology has been calculated based on the annual budget for OQPC and the number of full-time equivalent positions in OQPC.



217 items of subordinate legislation

32 total other legislative publications

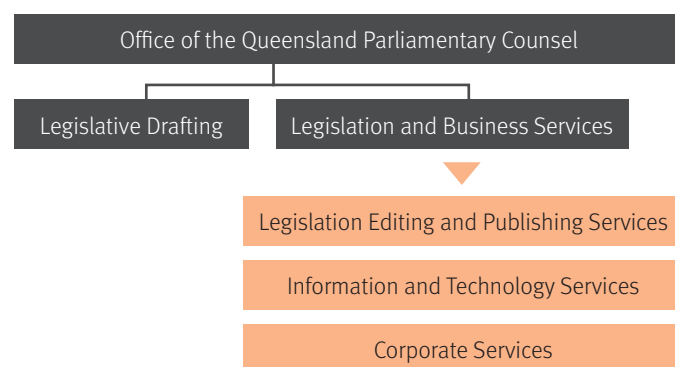
* Tandem running of old and new website in July, August, September

Future directions for 2018–19

- ▶ Support the Queensland Government's objectives for the community by providing high-quality drafting services and timely delivery of the government's legislative program.
- ▶ Support democracy by providing high quality drafting services for Bills and amendments of Bills for private members.
- ▶ Contribute to the drafting of national scheme legislation and the work of the Australasian Parliamentary Counsel's Committee.
- ▶ Provide the authoritative source of Queensland legislation by preparing consolidations of Queensland legislation, including indicative reprints in a timely way, and publishing this material to the Queensland legislation website.
- ▶ Enhance access to Queensland legislation and legislative information by continuing with public website developments, including additional subscriber notification options, additional user generated reports, electronic publishing of pre-1991 legislation and providing legislation in open data format.
- ▶ Develop a dedicated OQPC website to promote services provided by the office for the government and the Queensland community.
- ▶ Implement stage three of the indicative reprints project to include tracked change functionality.

Organisational Structure

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



Case study

Queensland legislation website

The Queensland legislation website launched on 25 September 2017, providing Queenslanders with access to authorised Queensland legislation and related information—Bills introduced, Acts as passed, subordinate legislation as made and point-in-time reprints (consolidations) of Acts and subordinate legislation.

The benefits of the new website include a more up-to-date and faster access to legislation, additional features such as hyperlinking between and within documents, and a new layout giving users greater flexibility.

The website is the final component of the e-Legislation system developed by the Office.

It builds on the other two components of the system launched in early 2016—the XML-based FrameMaker drafting tool and the Queensland Integrated Legislation Lifecycle System (QuILLS) database used for OQPC's legislative drafting work.

During the website's development, OQPC received valuable input from the Stakeholder Reference Group comprised of senior policy officers from several client

departments, a representative of the Clerk of the Parliament, a representative from the Law Society, a legal academic, and two law librarians from the Supreme Court and a law firm.

Future developments of the new website and QuILLS database are planned to deliver even better access to Queensland legislation and more features for website users.

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 throughout 2017–18.

This year, DPC empowered its people by using employee feedback to drive strategic, business and action planning. Employees voiced their opinions through the annual Employee Opinion Survey and through active engagement in the strategic workforce planning process.

The department also focused on initiatives to drive a diverse, inclusive and supportive workplace to further unleash the potential of its workforce.

The following is a snapshot of DPC's workforce profile for 2017–18 based on June 2018 Minimum Obligatory Human Resources Information (MOHRI) Data:

- ▶ employed 466.95 full-time equivalent employees (FTEs), including 49.50 FTEs in the OQPC
- ▶ comprised a workforce in which 69.65 per cent were women and 61.29 per cent of all senior executive and senior officer roles were occupied by women
- ▶ maintained a workforce with an average age of 41.18 years compared with the service-wide average of 44.25 years
- ▶ provided part-time work opportunities with participation by 15.07 per cent of our staff
- ▶ contributed 7 FTEs to deliver corporate services to our client agencies and to the Public Service Commission
- ▶ experienced an annual separation rate for permanent staff of 3.84 per cent
- ▶ paid one early retirement, redundancy or retrenchment package at a total cost of \$54,512.79 during this period.

Key achievements 2017–18

- ▶ Applied the 70:20:10 learning framework across the department to build the capability of employees to deliver the department's strategic objectives. (The 70:20:10 learning framework entails 70 per cent on-the-job learning, 20 per cent learning through others, and 10 per cent through formal training).
- ▶ Continued to roll-out a tailored management program to build the managerial capability of current and future managers.
- ▶ Coordinated the Policy Futures graduate program to drive whole-of-government policy capability development. Thirty-one graduates commenced in February 2018.
- ▶ Introduced a succession planning framework and toolkit to enable a more proactive approach to managing the department's future workforce needs.
- ▶ Continued a strong focus on employee performance by promoting and embedding the online performance management system.
- ▶ Enhanced leadership engagement and presence with new starters through face-to-face induction programs.
- ▶ Delivered a health and wellbeing program that included practical support to build a safer and healthier working environment. Highlights included focused activities for: Harmony Day, Youth Week, Men's Health Week, as well as healthy eating, mindfulness seminars, influenza vaccinations and promotion of a healthy work-life balance.
- ▶ Implemented a 2018 Employee Engagement Program of Work to build inclusion and diversity across DPC

and embed long term behavioural change through targeted workforce strategies including:

- introduction and delivery of five 'Plate of Inspiration' lunchbox sessions for departmental staff
- ongoing delivery of Speaker Series events, cultural capability training, disability awareness training, domestic and family violence awareness and bystander training for employees
- introduction of senior executive service lunch box sessions focused on developing leadership within the department.
- ▶ Launched the *DPC Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2017–2020*. The plan has seen tangible results towards developing a more culturally responsive organisation through:
 - appointment of a Cultural Champion of Change to lead the cultural capability work across DPC
 - commissioning of artwork by Sid Domic to represent the department's whole-of-government leadership to engage with Aboriginal peoples and Torres Strait Islander peoples and communities, build connections across government, bring departments together, and lead a shared vision
 - development of Acknowledgement Cards to assist staff to appropriately acknowledge Traditional Owners and Elders

- focused internal campaigns on Reconciliation week including the screening of the DOMO Boys documentary, and hearing from an invited Indigenous guest speaker, the Community Engagement Manager for the Office of the Commonwealth Games
- delivered a suite of cultural capability training programs and events to departmental staff.
- ▶ Launched the *DPC Disability Service Plan 2017–2020*. The plan contains a range of actions and initiatives designed to provide people with disability with improved access to our products and services. It has a strong focus on promoting employment opportunities and in providing enhanced support for people with disability within our agency and will aid our transition to full implementation of the National Disability Insurance Scheme (NDIS) in 2019. Key achievements include:
 - signing of a Memorandum of Understanding with Job Access Australia
 - working in partnership with the Public Service Commission to deliver a whole-of-government disabling barriers forum, disability awareness training and promote DPC roles to job seekers with disabilities on their disability networks
 - enabled a range of accessibility features on our systems, facilities and on portable devices to support specific requirements for people with disability, including using closed captioning and text transcriptions with all videos published online and on the department's fire safety and training videos.

Future directions 2018–19

- ▶ Encourage collaboration, partnerships and broader skill development through the implementation of an internal and external job rotation program for DPC employees.
- ▶ Improve business systems, practices and reporting processes through the implementation of electronic forms, Power BI (interactive data visualisation business intelligence tools) and the upgrade of the online Performance Development Agreement System.
- ▶ Review the department's Strategic Workforce Plan through a consultative process, providing opportunities for all staff to provide input into the future direction of our workforce and the identification of key actions.
- ▶ Continue to build a more diverse workforce reflective of the broader community we serve.
- ▶ In the *Strategic Plan 2017–2021* one of DPC's strategic objectives was to 'maintain a high-performing workforce'. In order to measure this we identified four factors—job empowerment, innovation, organisational leadership and agency engagement, and measured these through the annual staff engagement survey: Working for Queensland Employee Opinion Survey. DPC achieved positive results, scoring in the top two quintiles against these factors. Data includes Arts Queensland and Corporate Administration Agency results as they were part of DPC at the time of the survey.

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 438 employees during 2017–18. The training focused on integrity and accountability and was delivered online through the department's learning management systems.

Case Study

White Ribbon Accreditation

DPC was accredited as a White Ribbon Workplace on 23 November 2017 and is now officially recognised by White Ribbon Australia (WRA) driving cultural change to prevent and respond to domestic and family violence.

The White Ribbon Workplace Accreditation Program recognises our commitment to prevent violence, support employees affected by domestic and family violence, and promote gender equity and safe and respectful workplace cultures. This is, and continues to be, demonstrated through effective leadership, resource allocation, communication, human resources policy development, ongoing training and external collaboration.

Accreditation involved addressing 15 criteria within the three standards of Leadership and Commitment; Prevention of Violence Against Women; and Responses to Violence Against Women.

Accreditation is valid for a period of three years and is contingent upon DPC's continual, demonstrated commitment to the WRA workplace accreditation program. Our WRA Operational Plan outlines DPC's planned actions for the next three years which will ensure continuous improvement and ongoing evaluation of our culture and commitment to zero tolerance of domestic and family violence in the workplace and, to ensure we maintain a healthy, safe, respectful and inclusive working environment.

Domestic and family violence is a workplace issue. It can affect the safety, wellbeing, productivity and performance of all employees—those experiencing violence, those who may use violence, carers and colleagues.

As the lead agency in Queensland, DPC plays a dual role in the prevention of domestic and family violence. We do this by firstly addressing, at the departmental level, how violence and all forms of harassment against women are recognised, prevented and responded to within the workplace. Secondly, we do this by providing whole-of-government direction and guidance, to drive cultural change required more broadly across our state.



Director-General Dave Stewart signs White Ribbon pledge to stand up and speak out against domestic and family violence.

Corporate support functions

The 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 10 ordinary meetings during 2017–18.

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
- ▶ 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.

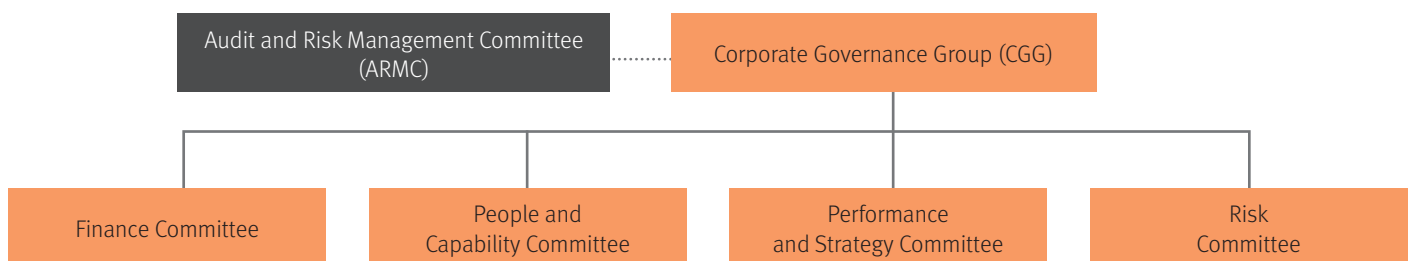
Finance Committee

The Finance 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, 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 three 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.

The Committee's performance (operational) role is to provide advice to the CGG on the:

- ▶ delivery of the department's key commitments, objectives and milestones
- ▶ planning, performance and reporting cycle ensuring alignment of activities including,
 - the development of performance measures and dashboard performance reporting for the department
 - statutory reporting activities
 - business planning activities and improvements to existing business processes
 - compliance with the performance management legislative requirements
- ▶ setting key priorities and guiding the Department towards achievement of these priorities.

The Committee's strategy (transformational) role is to provide advice to the CGG on:

- ▶ the implementation of the strategic plan, ensuring it underpins all departmental activities
- ▶ transformational projects (focusing on leading practice) and initiatives
- ▶ changes to the operating model including the prioritisation and resourcing of new projects and initiatives (where needed)
- ▶ the commitment to continuous development and improvement
- ▶ key stakeholder relationships, feedback and strategies via the customer survey process
- ▶ learnings and outcomes
- ▶ innovative approaches and projects
- ▶ reputational management.

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.

Audit and Risk Management Committee (ARMC)

The department's ARMC was established by the Director-General 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 2017–18, the ARMC observed the terms of its charter and had due regard to Queensland Treasury's *Audit Committee Guidelines Improving Accountability and Performance*, issued in 2012. In accordance with its terms of reference the ARMC met four times during 2017–18.

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 are 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 2017 – June 2018
Neil Jackson	Member	Independent	July 2017 – June 2018
Bronwyn Morris	Member	Independent	July 2017 – June 2018
Peter McKay	Member	Deputy Commissioner, PSC	July 2017 – June 2018
Filly Morgan	Member	Deputy Director-General, Corporate and Government Services, DPC	July 2017 – June 2018
Dave Stewart	Attendee	Director-General	July 2017 – June 2018
Robert Setter	Attendee	Commission Chief Executive, Public Service Commission	July 2017 – June 2018

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 three of the meetings held during 2017–18 and is entitled to receive \$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 2017–18 and is entitled to receive \$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 2017–18 and received \$5040 (excluding GST) in remuneration.

Key achievements for 2017–18

- ▶ Approved the annual internal audit plan and monitored the ongoing delivery of the internal audit program.
- ▶ Endorsed the updates to departmental risk management materials based on the QAO risk maturity assessment material.
- ▶ 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 2016–17 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 International Standard ISO 31000:2018 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.

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 2017–2021 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 CGG, refers matters to the ARMC for consideration.

Internal audit

During 2017–18 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 Improving Accountability and Performance*. The function is independent of the activities it reviews, of management and of the QAO. The internal audit function is monitored to ensure it operates effectively, efficiently and economically.

Key achievements for 2017–18

- ▶ Developed an internal audit plan based on strategic risks and operational risk registers and presented the plan to the Director-General 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 2017–18, the following reports were published by the QAO that were relevant to DPC.

QAO Report 6: 2017–18 — Fraud risk management

This report examined how departments are working to effectively manage and identify fraud risks. To effectively manage and identify fraud risks, an agency needs to examine its business environment to understand its potential exposure to fraud. The report concluded that agencies that do not dedicate sufficient time and resources to understanding their fraud risks can be exposed without realising it. As a result, they may over or under control their fraud risks, investing too much or too little in fraud risk management.

The department is committed to enhancing its fraud controls and has agreed to implement the recommendations of this report.

QAO Report 8: 2017–18 — Confidentiality and disclosure of government contracts

This report examined compliance to the model of openness adopted by the Queensland Government through the routine release of information to the public. The QAO also set out to assess the extent and appropriateness of the use of confidentiality provisions in Queensland Government contracts. The QAO concluded that they were unable to do this because the five audited departments' contract registers lacked sufficient information.

While most Queensland Government contracts contain general confidentiality provisions, the QAO identified only a few examples of contracts containing specific confidentiality provisions at the five departments audited.

DPC is committed to providing open and transparent information through the release of information to the public. DPC supports the recommendations raised and has reviewed internal data collection and reporting systems to improve the accuracy of contract disclosure data and recording specific confidentiality provisions.

QAO Report 11: 2017–18 — 2016–17 Results of financial audits

This report summarises QAO's financial audit results for all entities owned or controlled by the Queensland Government, analysing 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 were accurate and fair and that DPC met the statutory timeframes for the preparation of the financial reports for 2016–17.

Information systems and recordkeeping

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 several separate electronic document and records management systems to provide secure, effective and efficient management of:

- ▶ Cabinet submissions and related documents
- ▶ Executive Council Minutes and related documents
- ▶ departmental and portfolio agency records including ministerial and executive correspondence.

These business systems are based on commercial electronic document and records management system (eDRMS) that have varying degrees of configuration and customisations to support approved business processes. These business systems have enhanced information and cyber security.

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

Key achievements for 2017–18

- ▶ Successful upgrade of eDRMS to ensure ongoing industry vendor support and added business functionality.
- ▶ Successful migration of Executive Council Minutes to eDRMS with enhanced business functionality and information security.
- ▶ Over 500 staff across DPC and portfolio agencies completed face-to-face security training in best-practice password management.

Future directions for 2018–19

- ▶ Identify opportunities to build upon the department's 'paperlite' culture for enhancing business processes, reduce reliance on physical paper records, and foster good recordkeeping practices.
- ▶ Identify opportunities to leverage the department's investment in its eDRMS business systems with improved reporting and briefing portals.

Open data

The following datasets are published on the open data website at www.data.qld.gov.au

- ▶ consultancies
- ▶ language services
- ▶ overseas travel.

Financial summary

Machinery of government changes previously outlined on page 8 of this report are the primary reasons for the material decrease of department revenue, expenditure and net asset position compared from the prior year.

Most notably the transfer of Arts Queensland (AQ) and Corporate Administration Agency (CAA) to the Department of Environment and Science resulted in the following financial reporting impacts:

- ▶ decreases to user charges and fees revenue primarily due to transferred Cultural Precinct tenant charges, car park revenue and CAA professional service fees
- ▶ decreases to supplies and services expenditure primarily due to transferred Cultural Precinct property and facility management expenditure
- ▶ decreases to Property Plant and Equipment balances and depreciation and amortisation expenditure primarily due to transferred Cultural Precinct Land and Building holdings
- ▶ decreases to grant expenditure primarily due to AQ grant programs, both of controlled and administered funding nature.

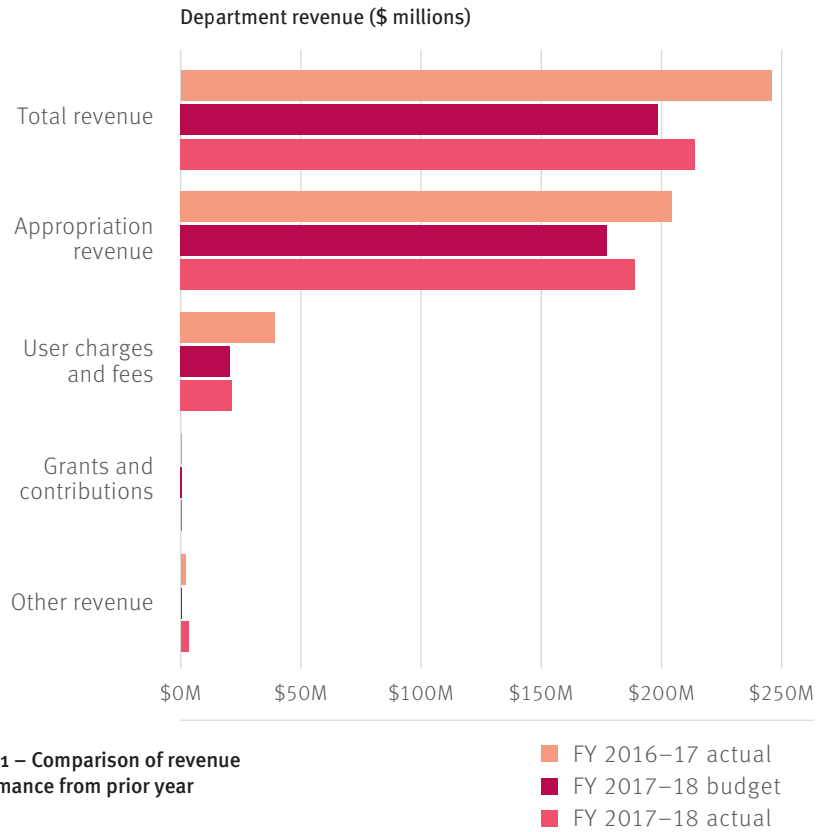


Figure 1 – Comparison of revenue performance from prior year

Department revenue

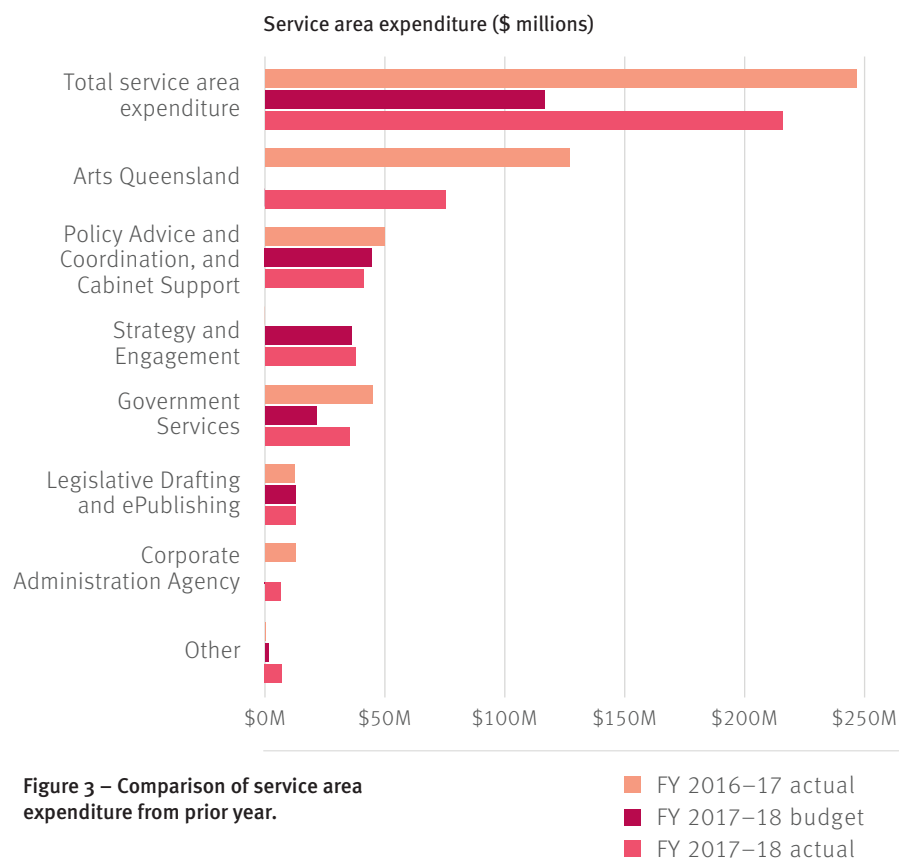
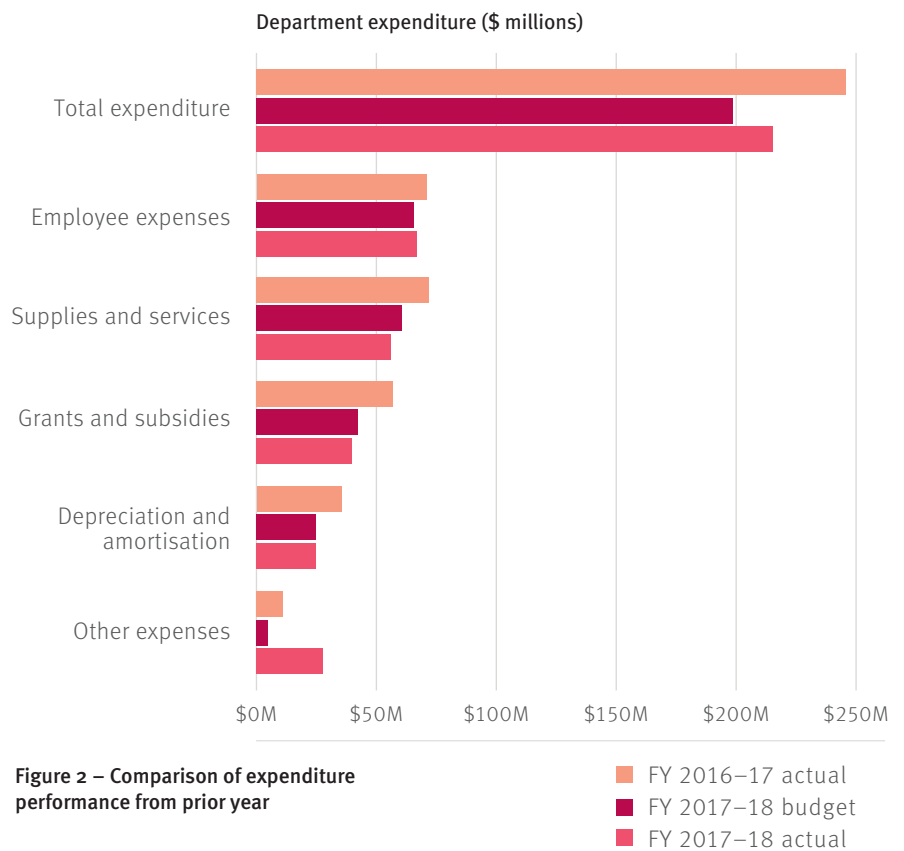
Total department revenue for 2017-18 was \$215.78 million, a decrease of \$30.01 million or 12 per cent from the prior year due to factors identified above. Aside from machinery of government impacts, underlying department revenue increased \$20.20 million or 19 per cent. Key drivers of the increase include additional funding received for Screen Queensland's Production Attraction Strategy and the Events Sponsorship Fund managed by Strategy and Engagement and Anzac Centenary commemoration activities managed by Government Services.

Further context to the department revenue when compared to the prior year, is provided in Figure 1.

Department expenditure

Total expenditure for the year ending 30 June 2018 was \$215.44 million, a decrease of \$30.39 million or 12 per cent on the prior year. Non-inclusion of AQ expenditure associated with Southbank Cultural Precinct property and facility management has resulted in material decreases to supplies and services and depreciation and amortisation expenditure categories. To a lesser extent, decreases to employee expenditure and grants expenditure are also apparent due to the AQ and CAA machinery of government changes.

Policy Advice and Coordination, and Cabinet Support and Government Services' service areas reported decreases in revenue, primarily reflective of recognising Strategy and Engagement as a permanent department service area during the financial year. Revenue for remaining service areas remained relatively consistent with the prior year. See Figures 2 and 3.



Summary of financial position

The department's total asset position was \$74.52 million at 30 June 2018, a significant decrease from the prior year position of \$756.84 million. The decrease primarily attributable to the transfer of AQ Property, Plant and Equipment balances (mostly represented by ownership of the Southbank Cultural Precinct) that previously overshadowed the department's total asset position.

While department non-current assets reported a significant decrease, the department's current asset position recorded a relatively significant increase to \$62.87 million. This reflected an increase in cash and receivable assets due to the larger end of financial year appropriation payable as a result of the deferral of funding to 2018–19 and an increase to Revolving Film Finance Facility (RFFF) activity associated with the department's role in supporting the development of the state film industry.

The department recorded total liabilities of \$69.99 million at 30 June 2018, a similar increase from the prior year to that of the current asset position. Similarly, the increase from the prior year primarily due to larger end of financial year appropriation payable and an increase to RFFF receivable balances associated with the development of the state film industry.

Administered funding

For the year ended 30 June 2018, the department's administered funding was \$141.3 million, a decrease of \$12.70 million or 8 per cent from the prior year.

The decrease in administered payments from the prior year is primarily attributable to machinery of government changes. Administered funding decreases associated with the transfer out of AQ and the Queensland Family and Child Commission were partly offset by the transfer in of Trade and Investment Queensland as well as additional Ministerial Offices'

funding as a result of the swearing-in of the new ministry on 12 December 2017. The distribution of administered funding between entities is highlighted in Figure 4.

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 material deficiencies or breakdowns in internal controls, which would impact adversely on the department's financial governance or financial statements for the year.

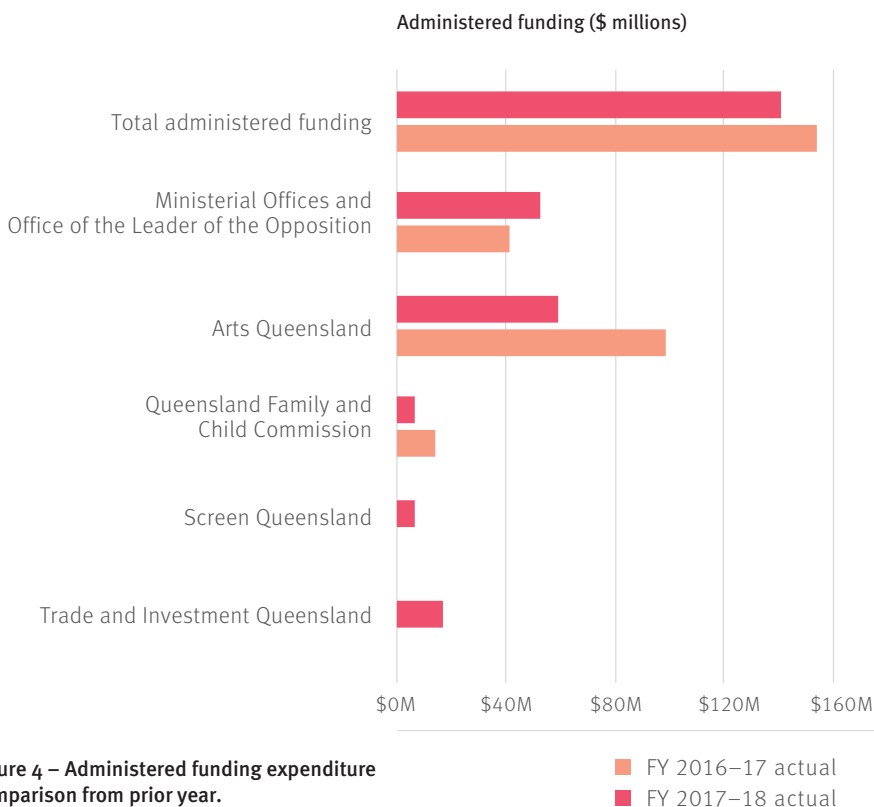


Figure 4 – Administered funding expenditure comparison from prior year.





Department of the Premier and Cabinet

Financial Statements

for the year ended 30 June 2018

Department of the Premier and Cabinet
Financial Statements
for the year ended 30 June 2018

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**Department of the Premier and Cabinet
Statement of Comprehensive Income
for the year ended 30 June 2018**

	Notes	Economic Entity		Parent Entity	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Income					
Appropriation revenue	B1-1	189,038	204,433	189,038	204,433
User charges and fees	B1-2	22,550	40,461	21,394	39,144
Grants and other contributions	B1-3	23,942	20,062	2,190	260
Other revenue		3,592	2,502	3,157	2,015
Total Income		239,122	267,458	215,779	245,852
Expenses					
Employee expenses	B2-1	69,102	72,963	66,871	70,859
Supplies and services	B2-2	57,204	72,723	56,151	71,730
Grants and subsidies	B2-3	59,553	71,615	39,699	56,934
Depreciation and amortisation	C3 & C4	24,857	35,300	24,854	35,296
Other expenses	B2-4	28,021	11,227	27,863	11,006
Total Expenses		238,737	263,828	215,438	245,825
Operating Result for the Year		385	3,630	341	27
Other Comprehensive Income					
Increase/(decrease) in asset revaluation surplus	C4	-	135,309	-	135,309
Total Other Comprehensive Income		-	135,309	-	135,309
Total Comprehensive Income		385	138,939	341	135,336

As a result of the Machinery of Government (MoG) changes, the following events impacted the controlled entity financial statements: Arts Queensland (AQ) and Corporate Administration Agency (CAA) were transferred out to the Department of Environment and Science on 1 January 2018 and, Queensland Government Chief Information Office (QGCIIO), One-Stop Shop Strategy and Implementation Office (OSSSIO) and Digital Economy and Productivity (DE&P) were transferred into the department from the Department of Science, Information Technology and Innovation on 13 December 2017 and transferred out to the Department of Housing and Public Works on 1 March 2018. Refer note G1 for full details.

The accompanying notes form part of these statements.

**Department of the Premier and Cabinet
Statement of Financial Position
as at 30 June 2018**

	Notes	Economic Entity		Parent Entity	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Current Assets					
Cash and cash equivalents	C1	52,687	31,687	42,495	18,354
Receivables and loans receivable	C2	21,456	13,959	19,670	11,561
Other		762	1,981	707	1,906
Total Current Assets		74,905	47,627	62,872	31,821
Non-current Assets					
Receivables and loans receivable	C2	9,047	6,517	9,047	6,431
Intangible assets	C3	2,377	2,469	2,377	2,469
Property, plant and equipment	C4	266	790,643	220	790,631
Total Non-current Assets		11,690	799,629	11,644	799,531
Total Assets		86,595	847,256	74,516	831,352
Current Liabilities					
Payables	C5	38,867	14,164	42,552	14,008
Interest-bearing liabilities	C6	15,640	4,822	15,640	4,822
Accrued employee benefits	C7	2,517	3,236	2,399	3,147
Unearned revenue	C8	358	664	358	664
Total Current Liabilities		57,382	22,886	60,949	22,641
Non-current Liabilities					
Payables	C5	2,246	1,006	2,098	813
Interest-bearing liabilities	C6	6,949	5,553	6,949	5,553
Accrued employee benefits	C7	40	52	-	-
Total Non-current Liabilities		9,235	6,611	9,047	6,366
Total Liabilities		66,617	29,497	69,996	29,007
Net Assets		19,978	817,759	4,520	802,345
Equity					
Contributed equity		-	606,648	-	606,648
Accumulated surplus/(deficit)		19,978	19,163	4,520	3,749
Asset revaluation surplus		-	191,948	-	191,948
Total Equity		19,978	817,759	4,520	802,345

As a result of the Machinery of Government (MoG) changes, the following events impacted the controlled entity financial statements: Arts Queensland (AQ) and Corporate Administration Agency (CAA) were transferred out to the Department of Environment and Science on 1 January 2018 and, Queensland Government Chief Information Office (QGCIIO), One-Stop Shop Strategy and Implementation Office (OSSSIO) and Digital Economy and Productivity (DE&P) were transferred into the department from Department of Science, Information Technology and Innovation on 13 December 2017 and transferred out to the Department of Housing and Public Works on 1 March 2018. Refer note G1 for full details.

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 2018

	Notes	Economic Entity		Parent Entity	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Contributed equity					
Balance as at 1 July		606,648	632,802	606,648	632,802
<i>Transactions with owners as owners:</i>					
MoG changes - transfer out - AQ*	G1	(580,060)	-	(580,060)	-
MoG changes - transfer out - CAA	G1	(4,778)	-	(4,778)	-
MoG changes - transfer in - OSSSIO	G1	5,433	-	5,433	-
MoG changes - transfer in - QGCIO	G1	87	-	87	-
MoG changes - transfer out - OSSSIO	G1	(4,925)	-	(4,925)	-
MoG changes - transfer out - QGCIO	G1	(99)	-	(99)	-
Appropriated equity injections	C9	5,428	10,183	5,428	10,183
Appropriated equity withdrawals	C9	(27,367)	(36,337)	(27,367)	(36,337)
MoG related equity adjustments		(367)	-	(367)	-
Balance as at 30 June		-	606,648	-	606,648
Accumulated Surplus					
Balance as at 1 July		19,163	15,533	3,749	3,722
<i>Operating Result:</i>					
MoG changes - transfer out AQ*	G1	(191,518)	-	(191,518)	-
MoG changes - AQ transfer from Asset Revaluation Surplus		191,948	-	191,948	-
Operating Result		385	3,630	341	27
Balance as at 30 June		19,978	19,163	4,520	3,749
Asset Revaluation Surplus					
Balance as at 1 July		191,948	56,639	191,948	56,639
<i>Other Comprehensive Income:</i>					
MoG changes - AQ ARR transfer to Accumulated Surplus		(191,948)	-	(191,948)	-
Increase/(decrease) in asset revaluation surplus	C4	-	135,309	-	135,309
Balance as at 30 June		-	191,948	-	191,948

*These amounts reconciled to the transfer out of Arts Queensland net assets as disclosed in note G1.

As a result of the Machinery of Government (MoG) changes, the following events impacted the controlled entity financial statements: Arts Queensland (AQ) and Corporate Administration Agency (CAA) were transferred out to the Department of Environment and Science on 1 January 2018 and, Queensland Government Chief Information Office (QGCIO), One-Stop Shop Strategy and Implementation Office (OSSSIO) and Digital Economy and Productivity (DE&P) were transferred into the department from the Department of Science, Information Technology and Innovation on 13 December 2017 and transferred out to the Department of Housing and Public Works on 1 March 2018. Refer note G1 for full details.

Asset revaluation surplus of Arts Queensland has not been transferred out to the Department of Environment and Science and it has been recognised as equity of the department in accordance with Queensland Treasury Financial Reporting Requirements.

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 2018

	Notes	Economic Entity		Parent Entity	
		2018	2017	2018	2017
		\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
<i>Inflows:</i>					
Service appropriation receipts	B1-1	182,675	203,184	182,675	203,184
User charges and fees		24,341	40,346	23,183	39,030
Grants and other contributions		23,942	20,062	2,190	260
Interest receipts		776	539	412	187
GST input tax credits from ATO		9,923	13,870	8,354	12,437
GST collected from customers		2,208	3,738	2,091	3,628
Other		896	2,238	1,913	2,037
<i>Outflows:</i>					
Employee expenses		(69,563)	(72,801)	(67,357)	(70,704)
Supplies and services		(54,799)	(75,994)	(55,036)	(74,977)
Grants and subsidies		(52,711)	(71,810)	(28,911)	(57,129)
Finance/borrowing costs		(411)	(187)	(409)	(187)
GST paid to suppliers		(9,924)	(14,602)	(7,533)	(13,060)
GST remitted to ATO		(2,154)	(3,818)	(2,031)	(3,703)
Other		(4,888)	(8,091)	(4,728)	(7,870)
Net cash provided by operating activities		50,311	36,674	54,813	33,133
Cash flows from investing activities					
<i>Inflows:</i>					
Loans and advances redeemed		1,649	1,573	273	1,260
<i>Outflows:</i>					
Payments for property, plant and equipment	C4	(3,504)	(13,412)	(3,467)	(13,412)
Payments for intangibles	C3	(238)	(15)	(238)	(15)
Loans and advances made		(12,463)	(7,096)	(12,485)	(5,142)
Net cash used in investing activities		(14,556)	(18,950)	(15,917)	(17,309)
Cash flows from financing activities					
<i>Inflows:</i>					
Equity injections		8,226	10,183	8,226	10,183
Proceeds from borrowings		12,485	5,048	12,485	5,142
<i>Outflows:</i>					
Equity withdrawals		(27,367)	(36,134)	(27,367)	(36,134)
Borrowing redemptions		(271)	(1,260)	(271)	(1,260)
Net cash used in financing activities		(6,927)	(22,163)	(6,927)	(22,069)
Net increase/(decrease) in cash and cash equivalents		28,828	(4,439)	31,969	(6,245)
Net cash transferred resulting from MoG changes		(7,828)		(7,828)	
Cash and cash equivalents - opening balance		31,687	36,126	18,354	24,599
Cash and cash equivalents - closing balance	C1	52,687	31,687	42,495	18,354

As a result of the Machinery of Government (MoG) changes, the following events impacted the controlled entity financial statements: Arts Queensland (AQ) and Corporate Administration Agency (CAA) were transferred out to the Department of Environment and Science on 1 January 2018 and, Queensland Government Chief Information Office (QGCI), One-Stop Shop Strategy and Implementation Office (OSSIO) and Digital Economy and Productivity (DE&P) were transferred into the department from the Department of Science, Information Technology and Innovation on 13 December 2017 and transferred out to the Department of Housing and Public Works on 1 March 2018. Refer note G1 for full details.

The accompanying notes form part of these statements.

Department of the Premier and Cabinet
Statement of Cash Flows
for the year ended 30 June 2018

Reconciliation of Operating Results to Net Cash from Operating Activities

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Operating surplus/(deficit)	385	3,630	341	27
Non-cash items included in operating results:				
Depreciation and amortisation expense	24,857	35,300	24,854	35,296
Loss on disposal of plant and equipment	-	16	-	16
Bad debts expense	-	17	-	17
Change in assets and liabilities				
Increase/(decrease) in deferred appropriation refundable to Consolidated Fund	16,588	5,960	16,588	5,960
Adjustment to payables and receivables due to MoG changes	1,120	-	1,120	-
(Increase)/decrease in trade debtors	1,018	(43)	2,095	(62)
(Increase)/decrease in other receivables	(2,588)	(713)	(2,579)	(773)
(Increase)/decrease in GST receivable	1,839	(735)	1,461	(622)
(Increase)/decrease in long service leave reimbursement receivable	(37)	21	(37)	21
(Increase)/decrease in annual leave reimbursement receivables	318	(175)	318	(175)
(Increase)/decrease in other current assets	1,219	(442)	1,199	(496)
Increase/(decrease) in GST payable	243	77	231	76
Increase/(decrease) in payables	6,386	(6,533)	10,276	(6,441)
Increase/(decrease) in accrued employee benefits	(731)	329	(748)	324
Increase/(decrease) in unearned revenue	(306)	(35)	(306)	(35)
Net cash from operating activities	50,311	36,674	54,813	33,133

Changes in liabilities arising from financing activities				
Economic Entity 2018	\$'000	\$'000	\$'000	\$'000
	Opening Balance	Cash Received	Cash Repayments	Closing balance
Borrowings	10,375	12,485	(271)	22,589
Total	10,375	12,485	(271)	22,589

Parent Entity 2018	Opening Balance	Cash Received	Cash Repayments	Closing balance
Borrowings	10,375	12,485	(271)	22,589
Total	10,375	12,485	(271)	22,589

Details of the departments change in liability for equity withdrawals, payable/receivable is detailed in note C9.

**Department of the Premier and Cabinet
Statement of Comprehensive Income by Major Departmental Services and Shared Service Providers
for the year ended 30 June 2018**

	Policy Advice and Coordination, and Cabinet Support		Government Services		Legislative Drafting and e-Publishing		Strategy and Engagement ³		Arts Queensland ¹		Corporate Administration ¹		QGCIQ and Other ²		General Not Attributed ⁴ & Inter-Service/Unit Eliminations		Total
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000
Income																	
Appropriation revenue	39,488	45,816	31,672	41,468	12,553	12,033	35,596	-	62,310	104,071	62	123	6,591	-	766	922	189,038
User charges and fees	111	3,179	2,079	2,398	130	96	846	-	12,123	22,248	6,269	12,354	(1)	-	(163)	(1,131)	204,433
Grants and other contributions	-	-	1,500	-	-	-	-	-	690	260	81	81	-	-	(81)	(81)	39,144
Other revenue	1,350	640	99	933	75	104	1,399	-	232	263	2	76	-	-	-	(1)	2,190
Total Income	40,949	49,635	35,350	44,799	12,758	12,233	37,841	-	75,355	126,842	6,414	12,634	6,590	-	522	(291)	245,852
Expenses																	
Employee expenses	21,903	23,750	8,180	15,992	7,955	8,060	12,784	-	7,343	14,720	3,828	7,478	4,116	-	762	859	70,859
Supplies and services	12,854	15,012	9,764	14,252	3,872	3,683	7,654	-	17,681	34,727	2,230	4,996	2,335	-	(240)	(940)	56,151
Grants and subsidies	2,609	9,582	8,146	5,449	30	44	4,118	-	24,790	41,862	-	-	6	-	-	(3)	71,730
Depreciation and amortisation	118	178	27	135	245	215	47	-	24,267	34,667	19	101	131	-	-	-	56,934
Other expenses	3,465	1,113	9,233	8,970	656	231	13,238	-	1,256	712	13	180	2	-	-	(200)	39,699
Total Expenses	40,949	49,635	35,350	44,799	12,758	12,233	37,841	-	75,337	126,688	6,090	12,755	6,590	-	522	(284)	245,825
Operating Result for the Year	(0)	-	(0)	-	-	0	-	-	18	154	324	(121)	-	-	-	(7)	341
Other Comprehensive Income																	
Increase/(decrease) asset revaluation surplus	-	-	-	-	-	-	-	-	-	135,309	-	-	-	-	-	-	-
Total Comprehensive Income	(0)	-	(0)	-	-	0	-	-	18	135,463	324	(121)	-	-	-	(7)	135,309
																	135,336

1. As a result of the Machinery of Government changes, AQ and CAA were transferred out to the Department of Environment and Science on 1 January 2018 (Refer to Note G1).
2. As a result of the Machinery of Government changes, QGCIQ, OSSIO and DE&P were transferred into the department from the Department of Science, Information Technology and Innovation on 13 December 2017 and transferred out to the Department of Housing and Public Works on 1 March 2018 (Refer to Note G1).
3. Major departmental services have been adjusted to incorporate the creation of Strategy and Engagement services. An outline of major departmental services is provided at note A1.
4. Includes Corporate Support Services provided to the Public Service Commission and Office of the Governor.

Department of the Premier and Cabinet
Statement of Assets and Liabilities by Major Departmental Services and shared Service Providers
as at 30 June 2018

	Policy Advice, Coordination and Cabinet Support		Government Services		Legislative Drafting and e-Publishing		Strategy and Engagement ²		Arts Queensland ¹		Corporate Administration ¹		Inter-Service/Unit Eliminations		Total	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets																
Cash and cash equivalents	1,301	3,068	36,076	10,302	(1,174)	(478)	6,292	-	-	1,524	-	3,940	-	(2)	42,495	18,354
Receivables and loans receivable	1,159	2,207	1,875	807	256	391	16,381	-	-	7,877	-	491	(1)	(212)	19,670	11,561
Other	144	194	344	282	88	139	131	-	-	9	-	1,283	-	-	707	1,906
Total Current Assets	2,604	5,470	38,295	11,390	(830)	52	22,804	-	-	9,410	-	5,714	(1)	(214)	62,872	31,822
Non-current Assets																
Receivables and loans receivable	2,098	464	-	349	-	-	6,949	-	-	5,620	-	-	-	(2)	9,047	6,431
Intangible assets	183	245	191	111	1,951	2,114	51	-	-	-	-	-	1	-	2,377	2,469
Property, plant and equipment	13	-	(0)	3	193	260	15	-	-	790,325	-	45	(1)	(2)	220	790,631
Total Non-current Assets	2,294	709	191	463	2,145	2,374	7,014	-	-	795,945	-	45	-	(4)	11,644	799,531
Total Assets	4,898	6,179	38,486	11,853	1,314	2,425	29,819	-	-	805,355	-	5,759	(1)	(218)	74,516	831,353
Current Liabilities																
Payables	2,177	2,441	34,323	9,623	471	522	5,582	-	-	1,232	-	404	-	(213)	42,552	14,008
Interest-bearing liabilities	-	-	-	-	-	-	15,640	-	-	4,822	-	-	-	-	15,640	4,822
Accrued employee benefits	947	1,142	631	862	317	343	503	-	-	534	-	265	-	1	2,399	3,147
Unearned revenue	355	12	2	12	-	5	1	-	-	-	-	635	-	-	358	664
Total Current Liabilities	3,479	3,595	34,956	10,497	788	869	21,726	-	-	6,588	-	1,304	-	(212)	60,949	22,641
Non-current Liabilities																
Payables	461	464	1,117	349	162	-	358	-	-	-	-	-	-	-	2,098	813
Interest-bearing liabilities	-	-	-	-	-	-	6,949	-	-	5,554	-	-	-	(1)	6,949	5,553
Unearned revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-current Liabilities	461	464	1,117	349	162	-	7,307	-	-	5,554	-	-	-	(1)	9,047	6,366
Total Liabilities	3,940	4,059	36,073	10,846	950	869	29,033	-	-	12,142	-	1,304	-	(213)	69,996	29,007

1. As a result of the MoG, AQ and CAA were transferred out to the Department of Environment and Science on 1 January 2018 (Refer to Note G1).
2. Major departmental services have been adjusted to incorporate the creation of Strategy and Engagement services. An outline of major departmental services is provided at note A1.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2018**

A1 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.

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.
- Strategy and Engagement Services takes a leadership role in driving innovation and whole-of-government policy, representing Queensland's best interests in intergovernmental matters, leading strategic communications, and maximising external and international engagement of the Queensland Government. The work performed by Strategy and Engagement includes a mix of unique functions comprising intergovernmental relations, strategic policy, integrated communications, protocol and events coordination. Strategy and Engagement Services were previously split across Policy Advice and Coordination and Government Services, this change reflects the permanent nature of this service within the department.
- Arts Queensland (AQ): 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. As a result of Machinery of Government changes AQ was transferred out to Department of Environment and Science effective from 1 January 2018 (Refer to Note G1).
- Corporate Administration Agency (CAA): provision of corporate services to Queensland public sector entities, principally statutory bodies. As a result of Machinery of Government changes CAA was transferred out to Department of Environment and Science effective from 1 January 2018.

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 controls Screen Queensland and administers funding arrangements for Trade and Investment Queensland on behalf of the State.

Queensland Family and Child Commission, Queensland Art Gallery, Queensland Museum, Queensland Performing Arts Trust and Queensland Theatre were also part of administered entities until they were transferred out as a result of recent Machinery of Government changes on 1 January 2018.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2018

Section B: Notes about our Financial Performance

B1 Revenue

B1-1: Appropriation Revenue

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

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Budgeted appropriation revenue	245,590	207,641	245,590	207,641
Transfer from/(to) other departments - redistribution of public business	(66,825)	-	(66,825)	-
Transfer from/(to) other headings	-	(2,330)	-	(2,330)
Lapsed departmental services appropriation	-	(2,127)	-	(2,127)
Unforeseen expenditure	3,910	-	3,910	-
Total appropriation receipts (cash)	182,675	203,184	182,675	203,184
Less: MoG transfer of appropriation cash	(1,323)	-	(1,323)	-
Plus: MoG transfer of appropriation receivable	203	-	203	-
Less: Opening balance of non-current appropriation receivable	(813)	-	(813)	-
Plus: Departmental Services - non-current receivable from the Consolidated Fund (Refer to Note C2)	2,098	813	2,098	813
Plus: Opening balance of deferred appropriation payable to Consolidated Fund (Refer to Note C5)	6,380	420	6,380	420
Less: Closing balance of deferred appropriation payable to Consolidated Fund (Refer to Note C5)	(22,968)	(6,380)	(22,968)	(6,380)
Net Appropriation Revenue	166,252	198,037	166,252	198,037
Plus: Deferred appropriation refundable to Consolidated Fund (expenses) (Refer to Note B2-4)	22,786	6,396	22,786	6,396
Appropriation Revenue recognised in the Statement of Comprehensive Income	189,038	204,433	189,038	204,433

Appropriations provided under the *Appropriation Act 2017* 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 F: Notes about Administered Activities).

B1-2: User Charges and Fees

Corporate services partnership agreements	8,467	12,856	8,467	12,856
Facility services revenue	6,875	12,215	6,875	12,215
Car park revenue	4,286	8,199	4,286	8,199
Sales of goods/services	686	4,028	686	4,028
Other	2,236	3,163	1,080	1,846
Total	22,550	40,461	21,394	39,144

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.

User charges includes transactions of \$13.75M (2016-17: \$28.69M) with related parties.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2018**

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
B1-3: Grants and Other Contributions				
Contributions from Queensland Government departments	22,442	20,062	690	260
Commonwealth contributions	1,500	-	1,500	-
Total	23,942	20,062	2,190	260

Grants and other contributions revenue is recognised in the year in which the department obtains control or the right to receive the grant or contribution (control is generally obtained at the time of receipt or when the department has an enforceable right to receive the grant or contribution).

Contributions from Queensland Government departments are related party transactions.

B2 Expenses

B2-1: Employee Expenses

Employee Benefits

Wages and salaries	53,801	56,342	51,875	54,526
Employer superannuation contributions	7,234	7,548	7,053	7,379
Annual leave levy	5,500	5,723	5,487	5,719
Long service leave levy	1,150	1,265	1,150	1,265
Termination benefits	111	206	111	206
Other employee benefits	890	995	861	953

Employee Related Expenses

Workers' compensation premium	182	187	175	181
Other employee related expenses	234	697	159	630
Total	69,102	72,963	66,871	70,859

Number of Full-Time Equivalent (FTE) Employees	489	672	467	652
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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.

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

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Central Scheme, 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 and QSuper. Queensland Treasury is a related party. Screen Queensland does not participate in the centralised leave schemes.

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 7 FTE employees that were engaged in the provision of corporate services to other agencies in 2017-18 (70 FTE employees in 2016-17).

The department undertakes a whole of government policy futures graduate program which employed 55 graduates during 2017-18 (2016-17: 63). The graduate FTE numbers are included in the department totals stated above.

Key management personnel and remuneration disclosures are detailed in Note G2.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2018

B2-2: Supplies and Services

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Building maintenance	10,756	20,908	10,756	20,908
Building services	16,633	19,560	16,381	19,312
Consultants and contractors	6,426	10,268	6,426	10,264
Information technology bureau services	6,868	7,213	6,696	7,061
Professional services	6,456	4,584	6,267	4,440
Advertising and communications	5,178	4,493	5,075	4,338
Outsourced corporate support	1,412	1,435	1,412	1,435
Telephone and communications support	462	824	438	800
Travel	762	767	599	646
Venue hire	180	361	180	361
Hospitality and official functions	419	353	403	335
Other	1,652	1,957	1,518	1,830
Total	57,204	72,723	56,151	71,730

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 B2-3. Supplies and services includes transactions of \$25.67M (2016-17: \$22.08M) 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 \$13.40M (2016-17: \$8.28M) for the year ended 30 June 2018. Property rent is charged at market rates.

B2-3: Grants and Subsidies

Recurrent

Grants to private sector entities	36,794	43,643	12,994	28,962
Grants to government entities and statutory bodies	8,146	21,291	12,092	21,291
Grants to individuals	109	256	109	256
Total recurrent	45,049	65,190	25,195	50,509

Capital

Grants to government entities and statutory bodies	12,800	4,033	12,800	4,033
Grants to private sector entities	-	-	-	-
Total capital	12,800	4,033	12,800	4,033

Subsidy payments

Contributions	906	688	906	688
Donations and gifts made	798	1,704	798	1,704
Total subsidy payments	1,704	2,392	1,704	2,392
Total	59,553	71,615	39,699	56,934

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 and subsidies includes transactions of \$24.93M (2016-17: \$14.40M) with other Queensland Government entities.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2018

B2-4: Other Expenses

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Deferred appropriation refundable to Consolidated Fund	22,786	6,396	22,786	6,396
Sponsorships	3,569	2,950	3,458	2,776
Insurance premiums - QGIF	451	427	437	410
External audit fees*	134	344	101	313
Interest	411	186	411	187
Losses from disposal of property, plant and equipment	-	16	-	16
Other	670	908	670	908
Total	28,021	11,227	27,863	11,006

*Total audit fees quoted by the Queensland Audit Office (QAO) relating to the 2017/18 financial statements was \$235,000 (2016-17: \$443,150). This fee includes an internal allocation of \$101,000 for audit services to the administered entity, Ministerial Offices and Office of the Leader of the Opposition. 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 2018

Section C: Notes about our Financial Position

C1 Cash and Cash Equivalents

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Imprest accounts	2	34	1	33
Cash at bank and on hand	52,685	31,653	42,494	18,321
Total	52,687	31,687	42,495	18,354

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked at 30 June 2018, 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.

C2 Receivables and Loans Receivable

Current				
Trade debtors	1,944	2,962	776	2,871
Advances	-	200	-	200
Less: Allowance for impairment loss	-	(200)	-	(200)
Net Advances	-	-	-	-
GST input tax credits receivable	778	2,617	586	2,047
GST payable	(53)	(296)	(48)	(279)
Net GST receivable	725	2,321	538	1,768
Loans receivable	16,052	6,544	15,640	4,822
Annual leave reimbursements	690	1,008	690	1,008
Accrued receivable	1,817	506	1,798	474
Long service leave reimbursements	217	180	217	180
Other receivables	11	438	11	438
Total current receivables and loans receivable	21,456	13,959	19,670	11,561
Non-current				
Loans receivable	6,949	5,639	6,949	5,553
Appropriation receivable	2,098	813	2,098	813
Lease incentives	-	65	-	65
Total non-current receivables and loans receivable	9,047	6,517	9,047	6,431

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, DPC recognise a loan receivable from SQ and payable to QTC (Note C6) 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 DPC in managing the RFFF are passed onto SQ.

Annual leave (AL) and Long service leave (LSL) reimbursements represent the amounts recoverable from the AL and LSL schemes that are claimed quarterly.

Non-current appropriation receivable relates to a future amount owed to the department from the Consolidated Fund to offset the non-current payable recognised for the straight-lining of department lease agreements (Refer Note C5).

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2018

C3 Intangible Assets

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Software Internally Generated				
At cost	5,897	5,689	5,897	5,689
Less: Accumulated amortisation	(3,609)	(3,235)	(3,609)	(3,235)
Total Software Internally Generated	2,288	2,454	2,288	2,454
Software Work in Progress				
At cost	89	15	89	15
Total Software Work in Progress	89	15	89	15
Total	2,377	2,469	2,377	2,469

Intangible Assets Reconciliation

	Software Internally Generated		Software WIP		Total	
	2018	2017	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Economic Entity						
Carrying amount at 1 July	2,454	2,755	15	182	2,469	2,937
Acquisitions	-	-	238	15	238	15
Transfers between classes	208	182	(208)	(182)	-	-
Capital expenses accrued	-	-	44	-	44	-
MoG changes - transfer in - OSSSIO	4,638	-	-	-	4,638	-
MoG changes - transfer in - QGCIO	18	-	-	-	18	-
MoG changes - transfer out- OSSSIO	(4,542)	-	-	-	(4,542)	-
MoG changes - transfer out - QGCIO	(10)	-	-	-	(10)	-
Amortisation	(478)	(483)	-	-	(478)	(483)
Carrying amount at 30 June	2,288	2,454	89	15	2,377	2,469
Parent Entity						
Carrying amount at 1 July	2,454	2,755	15	182	2,469	2,937
Acquisitions	-	-	238	15	238	15
Transfers between classes	208	182	(208)	(182)	-	-
Capital expenses accrued	-	-	44	-	44	-
MoG changes - transfer in - OSSSIO	4,638	-	-	-	4,638	-
MoG changes - transfer in - QGCIO	18	-	-	-	18	-
MoG changes - transfer out- OSSSIO	(4,542)	-	-	-	(4,542)	-
MoG changes - transfer out - QGCIO	(10)	-	-	-	(10)	-
Amortisation	(478)	(483)	-	-	(478)	(483)
Carrying amount at 30 June	2,288	2,454	89	15	2,377	2,469

C3-1: 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 preliminary research, planning phase costs, administration 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.

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C3-2: 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, 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.

Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss. Recoverable amount is determined as the higher of the asset's fair value less costs to sell and its value-in-use. 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 2018.

C4 Property, Plant and Equipment

C4-1: Closing balances and reconciliation of carrying amounts

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Plant and Equipment				
At cost	710	4,932	579	4,838
Less: Accumulated depreciation	(444)	(2,856)	(359)	(2,774)
Total Plant and Equipment	266	2,076	220	2,064
Land				
At fair value	-	270,600	-	270,600
Total Land	-	270,600	-	270,600
Buildings				
At fair value	-	304,500	-	304,500
Less: Accumulated depreciation	-	(116,758)	-	(116,758)
Total Buildings	-	187,742	-	187,742
Heritage and Cultural Assets				
At fair value	-	640,192	-	640,192
Less: Accumulated depreciation	-	(324,184)	-	(324,184)
Total Heritage and Cultural Assets	-	316,008	-	316,008
Capital works in progress				
At cost - Buildings	-	14,217	-	14,217
Total Capital works in progress	-	14,217	-	14,217
Total	266	790,643	220	790,631

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Property, Plant and Equipment Reconciliation

Economic Entity	Plant and Equipment	Capital Works in Progress	Land Level 2	Buildings Level 3	Heritage and Cultural Assets Level 3	Total
Fair Value Level¹	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July 2017	2,076	14,217	270,600	187,742	316,008	790,643
Acquisitions	60	3,444	-	-	-	3,504
MoG changes - transfer out - AQ	(1,654)	(17,661)	(270,600)	(179,640)	(299,948)	(769,503)
MoG changes - transfer out - CAA	(26)	-	-	-	-	(26)
MoG changes - transfer in - OSSSIO	794	-	-	-	-	794
MoG changes - transfer in - QGCIO	39	-	-	-	-	39
MoG changes - transfer out- OSSSIO	(769)	-	-	-	-	(769)
MoG changes - transfer out - QGCIO	(37)	-	-	-	-	(37)
Depreciation/amortisation	(217)	-	-	(8,102)	(16,060)	(24,379)
Carrying amount at 30 June 2018	266	-	-	-	-	266
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/amortisation	(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
Parent Entity						
Carrying amount at 1 July 2017	2,064	14,217	270,600	187,742	316,008	790,631
Acquisitions	23	3,444	-	-	-	3,467
MoG changes - transfer out - AQ	(1,654)	(17,661)	(270,600)	(179,640)	(299,948)	(769,503)
MoG changes - transfer out - CAA	(26)	-	-	-	-	(26)
MoG changes - transfer in - OSSSIO	794	-	-	-	-	794
MoG changes - transfer in - QGCIO	39	-	-	-	-	39
MoG changes - transfer out- OSSSIO	(769)	-	-	-	-	(769)
MoG changes - transfer out - QGCIO	(37)	-	-	-	-	(37)
Depreciation/amortisation	(214)	-	-	(8,102)	(16,060)	(24,376)
Carrying amount at 30 June 2018	220	-	-	-	-	220
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/amortisation	(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

1. Definitions of fair value levels are provided in Note C4-4.

C4-2: Recognition and Acquisition

Plant and Equipment with a cost or other value equal to, or greater than \$5,000 are recognised for financial reporting purposes in the year of acquisition.

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.

C4-3: 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) issued by Queensland Treasury. The carrying amounts for such plant and equipment is not materially different from their fair value.

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C4-4: Measurement Using Fair Value

As a result of Machinery of Government changes Arts Queensland was transferred out of the department on 1 January 2018.

Prior to transfer land, buildings, and heritage and cultural assets of Arts Queensland were measured at fair value as required under the NCAP.

Fair value was 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 assets of the department were 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.

Revaluation of Property, Plant and Equipment

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

When assets have not been comprehensively valued in a reporting period, their previous valuations were 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.

No comprehensive valuation was carried out at 31 December 2017 and the valuation was based on indexation. The previous comprehensive valuation of Property, Plant and Equipment was performed in June 2017.

C4-5: Depreciation Expense and Impairment

Depreciation Expense

Depreciation of property, plant and equipment is performed on a straight-line basis. 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.

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 and its value-in-use. 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 and 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 2018.

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C5 Payables

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Current				
Deferred appropriation refundable to Consolidated Fund	22,968	6,380	22,968	6,380
Trade creditors and accruals	5,369	6,330	5,154	6,212
Grants and subsidies payable	7,520	678	11,466	678
Appropriation equity withdrawal payable to Consolidated Fund	2,798	-	2,798	-
Other	212	776	166	738
Total Current Payables	38,867	14,164	42,552	14,008
Non-Current				
Deferred liability for operating leases	2,098	813	2,098	813
Other	148	193	-	-
Total Non-Current Payables	2,246	1,006	2,098	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.

Deferred liability for operating leases relates to a future amount owed by the department to the Department of Housing and Public Works for the straight-lining of department lease agreements (Refer note C2).

C6 Interest-Bearing Liabilities

Interest-bearing liabilities are initially recorded at fair value plus any establishment costs. Then subsequently held at amortised cost using the effective interest method. The effective interest rate is the rate that exactly discounts estimated cash payments and receipts through the expected life of the financial instruments.

All borrowings by the department are from QTC, with the initial loan established at a fixed interest rate (applicable rates for 2017-18 were 1.89% to 2.99%). QTC is a related party. There have been no defaults or breaches of the loan agreements during the period. Repayment dates vary from two to twenty-nine months. Principal and interest repayments were made quarterly in arrears. Where an extension of the original term is requested, the department has an option to refinance the loan as a variable rate loan. This option was adopted in 2017-18 with the applicable variable rate of 1.92%.

The fair value of interest-bearing liabilities and borrowing rates are set out in Note D3-4. 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.

C7 Accrued Employee Benefits

Current				
Long service leave levy payable	278	389	244	389
Annual leave levy payable	1,244	1,552	1,160	1,463
Accrued salaries and wages	995	1,295	995	1,295
Total Current	2,517	3,236	2,399	3,147
Non-Current				
Accrued long service leave	40	52	-	-
Total Non-Current	40	52	-	-

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.

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C8 Unearned Revenue

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Current				
Unearned revenue	358	664	358	664
Total Current	358	664	358	664

The liability for unearned revenue represents advance payments the department has received in the current year for the whole of government policy graduates' program for graduates recruited under a two year program (2018-2020). Revenue from the program is recognised when it has been earned and can be measured reliably with a sufficient degree of certainty. As at 30 June, the remaining costs associated with the program cannot be measured reliably with a sufficient degree of certainty and therefore the revenue has not been fully recognised.

C9 Appropriations Recognised in Equity

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
C9-1				
Budgeted equity adjustment appropriation	(30,293)	(15,217)	(30,293)	(15,217)
Transfer from/(to) other departments - redistribution of public business	14,515	-	14,515	-
Lapsed equity adjustment	(3,363)	(10,734)	(3,363)	(10,734)
Equity adjustment receipts (payment)	(19,141)	(25,951)	(19,141)	(25,951)
C9-2				
Plus: Opening balance of equity adjustment payable	203	-	203	-
Less: MoG transfer of equity adjustment payable	(203)	-	(203)	-
Less: Closing balance of equity adjustment payable	(2,798)	(203)	(2,798)	(203)
Equity adjustment recognised in Contributed Equity	(21,939)	(26,154)	(21,939)	(26,154)

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Section D: Notes about our Risks and Other Accounting Uncertainties

D1 Financial Contingencies

Litigation in Progress

Effective 1 July 2001, the Department of the Premier and Cabinet joined the Queensland Government Insurance Fund (QGIF). Under the QGIF, the department would be able to claim back, less a \$10,000 deductible, the amount paid to successful litigants. This includes any cases that existed as at 1 July 2001 and cases that have arisen since that date.

The State's legal representation for the Floods Class Action was centrally coordinated by the Department of the Premier and Cabinet during 2017-18 and litigation was still in progress at reporting date. The Floods Class Action relates to the damage occasioned by water released from Wivenhoe and Somerset Dams during the 2011 flood event. The trial on liability commenced in December 2017 and is expected to conclude in late 2018.

D2 Financial Commitments

The major component of the non-cancellable operating lease commitments below is the 1 William Street lease ending 19 December 2031.

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
D2-1: Non-Cancellable Operating Lease Commitments				
Not later than one year	7,291	6,036	7,019	5,828
Later than one year and not later than five years	32,346	23,768	32,131	23,456
Later than five years	46,845	65,193	46,845	65,193
Total Non-Cancellable Operating Leases	86,482	94,997	85,995	94,477
D2-2: Capital Expenditure Commitments				
Not later than one year	257	-	257	-
Total Capital Expenditure Commitments	257	-	257	-
D2-3: Future Screen Commitments				
Not later than one year	15,192	13,026	-	-
Later than one year and not later than five years	-	16,025	-	-
Total Capital Expenditure Commitments	15,192	29,051	-	-

\$15.19M relates to contracts SQ has entered into with practitioners from the screen industry for the provision of grant funding for screen projects. A commitment has been recognised when a contract has been entered into by SQ. Amounts are transferred from a commitment to a liability when the terms, conditions and deliverables as per contract have been fulfilled by the industry practitioner.

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D3 Financial Risk Disclosures

D3-1: 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:

	Notes	Economic Entity		Parent Entity	
		2018	2017	2018	2017
		\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash and cash equivalents	C1	52,687	31,687	42,495	18,354
Receivables and loans receivable	C2	30,503	20,476	28,717	17,992
Total Financial Assets		83,190	52,163	71,212	36,346
Financial Liabilities					
Payables	C5	41,113	15,170	44,650	14,821
Interest-bearing liabilities - QTC borrowings		22,589	10,375	22,589	10,375
Total Financial Liabilities		63,702	25,545	67,239	25,196

D3-2: 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. If a default on a film assistance loan occurs there is potential for the loan to become non-recoverable to SQ.

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 initially on a secured, fixed term, interest bearing basis (refer C6).

The security is a fixed and floating charge over the assets of the borrower held by 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.

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D3-3: 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. Settlement of trade debtors is generally required within 30 days from the invoice date and any debts not paid within this settlement period are treated as overdue debts.

Ageing of past due but not impaired receivables are disclosed in the following table:

2018 Financial Assets Past Due but Not Impaired

	Economic Entity					Parent Entity				
	Overdue					Overdue				
	Less than 30 Days	30 - 60 Days	61-90 Days	More than 90 Days	Total	Less than 30 Days	30 - 60 Days	61-90 Days	More than 90 Days	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2018	126	1	22	3	152	126	1	21	3	151
2017	1,316	90	23	60	1,489	1,316	90	23	45	1,474

D3-4: 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 2018, the weighted average borrowing rate was 2.390% (2.54% for 2017), ranging from 2.01% to 3.09%. (1.86% to 3.09% for 2017).

	Economic Entity				Parent Entity			
	2018		2017		2018		2017	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value	Carrying Amount	Fair Value	Carrying Amount	Fair Value
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets								
Loans receivable	23,001	23,001	12,183	12,183	22,589	21,612	10,375	10,434
Total	23,001	23,001	12,183	12,183	22,589	21,612	10,375	10,434
Financial Liabilities								
Interest-bearing liabilities	22,589	22,612	10,375	10,434	22,589	22,612	10,375	10,434
Total	22,589	22,612	10,375	10,434	22,589	22,612	10,375	10,434

Refer to note C2 with respect to existing loan arrangements between DPC 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.

D4 Events Occurring after Balance Date

There are no matters of significance to the financial statements which occurred after 30 June 2018.

Department of the Premier and Cabinet
Notes to the Financial Statements
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Section E: Notes about our Performance compared to Budget

E1 Budget to Actual Comparison – Statement of Comprehensive Income

	Variance Notes	Adjusted Budget* 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000
Income from Continuing Operations				
Appropriation revenue		177,442	189,038	11,596
User charges and fees		20,415	21,394	979
Grants and other contributions	1	453	2,190	1,737
Other revenue	2	272	3,157	2,885
Total Income from Continuing Operations		198,582	215,779	17,197
Expenses from Continuing Operations				
Employee expenses		65,700	66,871	1,171
Supplies and services	3	60,653	56,151	(4,502)
Grants and subsidies		42,470	39,699	(2,771)
Depreciation and amortisation		24,976	24,854	(122)
Other expenses	4	4,783	27,863	23,080
Total Expenses from Continuing Operations		198,582	215,438	16,856
Operating Result for the Year		-	341	341
Other Comprehensive Income				
Increase (decrease) in asset revaluation surplus		-	-	-
Total Other Comprehensive Income		-	-	-
Total Comprehensive Income		-	341	341

This section contains explanations of major variances between the department's actual 2017-18 financial results and the adjusted budget.

* The department was impacted by two Administrative Arrangement Amendment Orders during the financial year. Accordingly, the adjusted budget includes Arts Queensland (AQ) and Corporate Administration Agency (CAA) transactions for the period 1 July to 31 December 2017 and Queensland Government Chief Information Office (QGCIIO), One Stop Shop Implementation Office (OSSSIO) and Digital Economy and Productivity (DE&P) for the period 13 December 2017 to 28 February 2018 (Refer to Note G1).

1. The increase was primarily due to unbudgeted Federal funding to support Anzac Centenary legacy projects (\$1.50M).

2. The increase was primarily due to additional Policy Graduate Program placements from Queensland Government agencies occurring post budget formation (\$1.07M). In addition, unbudgeted sponsorship revenue was received from Queensland Government agencies for state run events managed by the department post budget formation (\$1.02M). To lesser extent the increase was also partly due to the recognition of in-kind support provided for archive storage (\$0.47M) and revisions to the basis of recharge for corporate support services provided to the Public Service Commission and Office of the Governor (\$0.10M). Collectively, these items represent \$2.66M of the variance.

3. The decrease was primarily due to deferred expenditure (into 2018-19) for department limited life initiatives focused upon fostering Social Cohesion, raising ICE Awareness and reducing Domestic and Family Violence initiatives as well as the Anzac Centenary Program (\$9.34M). These expenditure decreases were partly offset by unbudgeted legal costs in relation to State Coordination of Legal Representation for the Queensland Floods litigation (\$4.01M) and the straight lining amortisation of department lease agreements in accordance with the AASB17 Accounting Standard (\$1.29M). Collectively, these items represent \$4.05M of the variance.

4. The increase was primarily due to unbudgeted appropriation funding payable to the Consolidated Fund in accordance with the Accounting Standard AASB1004 primarily due to projects and initiatives that were impacted by an unforeseen election, extended caretaker period and subsequent machinery of government changes that materially impacted business as usual. Funding for these projects and initiatives was subsequently deferred to 2018-19 (\$22.78M).

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E2 Budget to Actual Comparison – Statement of Financial Position

		Adjusted Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000
	Variance Notes			
Current Assets				
Cash and cash equivalents	5	4,134	42,495	38,361
Receivables and loans receivable	6	3,456	19,670	16,214
Other	7	485	707	222
Total Current Assets		8,075	62,872	54,797
Non-current Assets				
Receivables and loans receivable	8	5,282	9,047	3,765
Intangible assets		2,518	2,377	(141)
Property, plant and equipment	9	6,361	220	(6,141)
Total Non-current Assets		14,161	11,644	(2,517)
Total Assets		22,236	74,516	52,280
Current Liabilities				
Payables	10	3,096	42,552	39,456
Interest-bearing liabilities	11	1,298	15,640	14,342
Accrued employee benefits	12	1,878	2,399	521
Unearned revenue	13	-	358	358
Total Current Liabilities		6,272	60,949	54,677
Non-current Liabilities				
Payables	8	-	2,098	2,098
Interest-bearing liabilities		5,283	6,949	1,666
Total Non-current Liabilities		5,283	9,047	3,764
Total Liabilities		11,555	69,996	58,441
Net Assets		10,681	4,520	(6,161)
Equity				
Total Equity	14	10,681	4,520	(6,161)

5. The increase was primarily due to unbudgeted appropriation funding payable to the Consolidated Fund (\$22.78M), an appropriated equity withdrawal (\$2.80M), unexpended ANZAC Square grants (\$6.00M) and Production Attraction Strategy grants to Screen Queensland (\$3.95M). Collectively, these items represent \$35.72M of the variance.

6. The increase was due to unbudgeted Revolving Film Finance Facility (RFFF) loans, as well as current and non-current asset classification movements (\$16.02M). These items represent \$16.02M of the variance.

7. The increase was due to unbudgeted prepaid software licences and subscriptions (\$0.24M).

8. Actual Non-current receivables and loans receivable, and non-current payables were higher than budget primarily due to unbudgeted straight lining amortisation of department lease agreements in accordance with the AASB17 Accounting Standard (\$2.10M).

9. The decrease was primarily due to the transfer of Anzac Legacy Gallery capital work as part of machinery of government changes resulting in Arts Queensland transferring to the Department of Environment and Science (\$2.82M) and deferral of residual funding (\$3.37M) to 2018-19 for completion of the curatorial component of the project which occurred post formulation of the budget.

10. The increase was primarily due to amounts payable to the Consolidated Fund for 2017-18 appropriation budget (\$22.97M), an appropriated equity withdrawal (\$2.80M), as well as higher than anticipated balances associated with ANZAC Square grants (\$6.00M)

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and Production Attraction Strategy grants to Screen Queensland (\$3.95M). Collectively these items represent \$35.71M of the variance.

11. The increase is due to unbudgeted Revolving Film Finance Facility (RFFF) loans, as well as current and non-current liability classification movements.

12. The increase is primarily due to amounts owed to QSuper in relation to the Central Leave Scheme (\$0.32M). In addition, accrued salary and wages were higher than budget at year end (\$0.18M). Collectively, these items represent \$0.50M of the variance.

13. The increase is due to additional Policy Graduate Program placements.

14. The decrease is primarily due to the transfer of contributed equity relating to the Anzac Legacy Gallery as outlined in variance Note 9.

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E3 Budget to Actual Comparison – Statement of Cash Flows

		Adjusted Budget*	Actual	Variance
	Variance	2018	2018	2018
	Notes	\$'000	\$'000	\$'000
Cash flows from operating activities				
<i>Inflows:</i>				
Service appropriation receipts		178,765	182,675	3,910
User charges and fees	15	19,180	23,183	4,003
Grants and other contributions	16	453	2,190	1,737
Interest receipts	17	-	412	412
GST input tax credits from ATO	18	10,093	8,354	(1,739)
GST collected from customers	19	1,623	2,091	468
Other	20	(246)	1,913	2,159
<i>Outflows:</i>				
Employee expenses		(65,814)	(67,357)	1,543
Supplies and services	21	(62,520)	(55,036)	(7,484)
Grants and subsidies	22	(42,799)	(28,911)	(13,888)
Finance/borrowing costs	17	-	(409)	409
GST paid to suppliers	23	(3,410)	(7,533)	4,123
GST remitted to ATO		(2,159)	(2,031)	(128)
Other		(4,599)	(4,728)	129
Net cash provided by operating activities		28,567	54,813	26,246
Cash flows from investing activities				
<i>Inflows:</i>				
Loans and advances redeemed		271	273	2
<i>Outflows:</i>				
Payments for property, plant and equipment	24	(9,316)	(3,467)	(5,849)
Payments for intangibles	25	(500)	(238)	(262)
Loans and advances made	26	(14,996)	(12,485)	(2,511)
Net cash used in investing activities		(24,541)	(15,917)	(8,624)
Cash flows from financing activities				
<i>Inflows:</i>				
Equity injections		8,458	8,226	(232)
Proceeds from borrowings	26	9,721	12,485	2,764
<i>Outflows:</i>				
Equity withdrawals	27	(24,367)	(27,367)	3,000
Borrowing redemptions		(271)	(271)	-
Net cash used in financing activities		(6,459)	(6,927)	468
Net increase (decrease) in cash and cash equivalents		(2,433)	31,969	(34,402)
Net cash transferred resulting from MoG changes		(6,589)	(7,828)	1,239
Cash and cash equivalents at beginning of financial year		13,156	18,354	5,198
Cash and cash equivalents at end of financial year		4,134	42,495	38,361

* Includes AQ and CAA for the period 1 July to 31 December 2017 and QGCIO, OSSSIO and DE&P for the period 13 December 2017 to 28 February 2018 (Refer to Note G1).

15. The increase was primarily due to a high level of accrued revenue recorded in 2016-17 that resulted in increased cash inflows in 2017-18 (\$2.87m) as well as an overall increase in user charges and fees across the Department (\$0.98M), these items represent \$3.85M of the variance.

16. The increase was primarily due to Federal funding to support the completion of Anzac Centenary legacy projects, representing \$1.5M of the variance.

17. These increases were due to interest earned and paid with increased loans associated with the RFFF. This item represents the variance.

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18. The decrease was primarily due to items with claimable GST input tax credits being lower than budgeted expenditure.

19. The increase was primarily due to revenue from customers for items that attract GST being higher than budgeted revenue.

20. The increase was primarily due to additional Policy Graduate Program placements from Queensland Government agencies occurring post budget formation (\$1.07M). Furthermore, additional sponsorship revenue was received from Queensland Government agencies for state run events managed by the department occurring post budget formation (\$1.02M), these items represent \$2.09M of the variance.

21. The decrease was primarily due to expenditure deferred into the 2018-19 financial year for limited life projects focused upon fostering Social Cohesion, raising ICE Awareness and reducing Domestic and Family Violence Initiatives as well as the Anzac Centenary Program (\$9.34M). These expenditure decreases were partly offset by unbudgeted legal costs in relation to State Coordination of Legal Representation for the Queensland Floods litigation (\$4.01M). Further to this, a higher level of prepaid expenditure in 2016-17 relating to 2017-18 expenses caused an increased cash flow in 2016-17 and a subsequent decrease in 2017-18 (\$1.2M). Collectively, these items represent \$6.53M of the supplies and services expenditure variance.

22. The decrease was primarily due to the accrual at the end of the year for payments for the ANZAC grants (\$7.52M) and Production Attraction Strategy payments to Screen Queensland (\$3.95M), these items represent \$11.47M of the variance.

23. The increase is due to unbudgeted GST payments in relation to supplier expenditure.

24. The decrease was primarily due to the transfer of Anzac Legacy Gallery capital work as part of machinery of government changes resulting in Arts Queensland transferring to the Department of Environment and Science (\$6.16M) post budget formation.

25. The decrease is due to reduced expenditure on internally-generated software expenditure resulting from the deferral of information technology projects, these deferrals represent the variance of \$0.26M.

26. The decrease to loans and advances made and the increase to proceeds from borrowings are due to a misalignment of budgeted cash flows for loans to Screen Queensland and borrowings from QTC through the RFFF.

27. The increase is due to the transfer of Anzac Legacy Gallery capital work as part of machinery of government changes resulting in Arts Queensland transferring to the Department of Environment and Science (\$3.00M) post budget formation.

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Section F: Notes about our Administered Activities

F1 Schedule of Administered Income, Expenses, Assets and Liabilities

F1-1: 2017-18 Financial Information

	Ministerial Offices and Office of the Leader of the Opposition	Former Governor's Pension	Queensland Family and Child Commission	Arts Queensland	Trade and Investment Queensland	Screen Queensland	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Revenues							
Appropriation revenue (Note F1-4)	52,510	150	6,379	58,863	16,604	6,800	141,306
Other revenue	16	-	-	-	-	-	16
Total Administered Revenues	52,526	150	6,379	58,863	16,604	6,800	141,322
Administered Expenses							
Employee expenses	33,068	127	-	-	-	-	33,195
Supplies and services	18,835	-	-	-	-	-	18,835
Grants and subsidies (Note F1-3)	-	-	6,226	58,863	16,604	4,400	86,093
Depreciation and amortisation	355	-	-	-	-	-	355
Other expenses	268	-	342	-	-	2,400	3,010
Total Administered Expenses	52,526	127	6,568	58,863	16,604	6,800	141,488
Operating Surplus/(Deficit)	-	23	(189)	-	-	-	(166)
Administered Assets							
Current							
Cash and cash equivalents	8,558	143	(153)	-	-	2,400	10,948
Receivables	2,654	-	153	-	259	-	3,066
Other current assets	23	-	-	-	-	-	23
Total Current Assets	11,235	143	-	-	259	2,400	14,037
Non-current							
Receivables	2,576	-	-	-	-	-	2,576
Property, plant and equipment/Intangibles	914	-	-	-	-	-	914
Total Non-current Assets	3,490	-	-	-	-	-	3,490
Total Assets	14,725	143	-	-	259	2,400	17,527
Administered Liabilities							
Current							
Payables	1,477	-	-	-	259	2,400	4,136
Accrued employee benefits	1,441	-	-	-	-	-	1,441
Total Current Liabilities	2,918	-	-	-	259	2,400	5,577
Non-current							
Payables	2,576	-	-	-	-	-	2,576
Accrued employee benefits	4,401	-	-	-	-	-	4,401
Total Non-current Liabilities	6,977	-	-	-	-	-	6,977
Total Liabilities	9,895	-	-	-	259	2,400	12,554
Net Administered Assets	4,830	143	-	-	-	-	4,973
Total Administered Equity	4,830	143	-	-	-	-	4,973

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F1-2: 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
	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Revenues					
Appropriation revenue (Note F1-4)	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: F1-3)	-	-	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

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	2018 \$'000	2017 \$'000
F1-3: Grants and subsidies were paid to the following entities		
Queensland Family and Child Commission	6,226	13,310
Trade Investment Queensland	16,604	-
Queensland Art Gallery	16,235	32,173
Queensland Museum	19,716	36,116
Queensland Performing Art Trust	4,260	7,997
Queensland Theatre	1,300	2,600
Screen Queensland - Pre MoG (through Arts Queensland)	17,352	19,802
Screen Queensland - Post MoG	4,400	-
Total Grants and subsidies	86,093	111,998

F1-4: Reconciliation of Payments from Consolidated Fund to Administered Revenue

Budgeted appropriation	161,540	150,956
Transfers from/(to) other departments - redistribution of public business	(20,979)	-
Transfers from/(to) other headings		2,330
Lapsed appropriation	(4,498)	-
Total Administered Receipts	136,063	153,286
Plus: Closing balance of current departmental services revenue receivable	2,477	-
Plus: Closing balance of non-current departmental services revenue receivable	2,576	
Plus: Opening balance of unearned departmental services revenue	190	
Less: Closing balance of unearned departmental services revenue	(2,400)	(190)
Net Administered Appropriation Revenue	138,906	153,096
Plus: Deferred appropriation refundable to Consolidated Fund (expenses)	2,400	341
Appropriation Revenue recognised in the Statement of Comprehensive Income	141,306	153,437

F1-5: Significant Accounting Policy

This appropriation revenue is provided in cash via Queensland Treasury and funds activities and expenses that the department administers on behalf of the Government

Relevant significant accounting policies for Administered activities are in line with those stated under the Reporting Entity's notes to the Financial Statements (Refer to note G3)

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F2 Budget to Actual Comparison – Administered Activities

F2-1: Income and Expenses

		Adjusted Budget*	Actual	Variance
	Variance	2018	2018	2018
	Notes	\$'000	\$'000	\$'000
Administered Revenues				
Appropriation revenue		140,561	141,306	745
Other revenue		-	16	16
Total Administered Revenues		140,561	141,322	761
Administered Expenses				
Employee expenses	1	31,493	33,195	1,702
Supplies and services	2	17,065	18,835	1,770
Grants and subsidies		91,433	86,093	(5,340)
Depreciation and amortisation	3	418	355	(63)
Other expenses	4	152	3,010	2,858
Total Administered Expenses		140,561	141,488	927
Operating Surplus/(Deficit)		-	(166)	(166)

Includes AQ and Queensland Family and Child Commission for the period 1 July to 31 December 2017 and Trade and Investment Queensland for the period 1 January to 30 June 2018.

*The department was impacted by two Administrative Arrangement Amendment Orders during the financial year. Accordingly, the adjusted budget includes Arts Queensland (AQ) and Queensland Family and Child Commission (QFCC) transactions for the period 1 July to 31 December 2017 and Trade and Investment Queensland (TIQ) transactions for the period 1 January to 30 June 2018.

1. The increase was due to Ministerial Offices and Leader of the Opposition (MOPS) enterprise bargaining agreements and resources for the additional Ministerial Office.

2. The increase was due to the unbudgeted straight lining amortisation of administered lease agreements in accordance with the AASB17 Accounting Standard. The remainder of the variance is for additional Ministerial office support that occurred post budget formation.

3. The decrease was due to the disposal of Ministerial offices plant and equipment.

4. The increase primarily represents funding provided from the Consolidated Fund to Screen Queensland (SQ) to support a production proposal that did not eventually proceed. The funding was subsequently returned to the Consolidated Fund in July 2018 (\$2.40M). Further to this, the transfer of QFCC administered funding to the Department of Justice and Attorney General (DJAG) as a result of MoG changes (\$0.34M). These items represent \$2.74m of the variance.

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F2-2: Assets and Liabilities

		Adjusted Budget*	Actual	Variance
	Variance	2018	2018	2018
	Notes	\$'000	\$'000	\$'000
Administered Assets				
Current				
Cash and cash equivalents	5	9,219	10,948	1,729
Receivables	6	775	3,066	2,291
Other current assets		19	23	4
Total Current Assets		10,013	14,037	4,024
Non-current				
Receivables	7	-	2,576	2,576
Property, plant and equipment	8	1,049	914	(135)
Total Non-current Assets		1,049	3,490	2,441
Total Assets		11,062	17,527	6,465
Administered Liabilities				
Current				
Payables	9	673	4,136	3,463
Accrued employee benefits	10	3,380	1,441	(1,939)
Total Current Liabilities		4,053	5,577	1,524
Non-current				
Payables	7	-	2,576	2,576
Accrued employee benefits	10	2,081	4,401	2,320
Total Non-current Liabilities		2,081	6,977	4,896
Total Liabilities		6,134	12,554	6,420
Net Administered Assets		4,928	4,973	45
Total Administered Equity		4,928	4,973	45

* Includes Trade and Investment Queensland for the period 1 January to 30 June 2018.

5. The increase was primarily due to unspent SQ funding to support a production proposal that did not eventually proceed and was subsequently returned to the Consolidated Fund in July 2018. The increase is partly offset by the transfer of QFCC administered funding to the DJAG as a result of MoG changes (\$0.34M). Collectively, these items represent \$2.05M of the variance.

6. The increase was primarily due to the MOPS appropriation receivable (\$2.06M) and TIQ's end of financial year foreign currency revaluation (\$0.25M). Collectively, these items represent \$2.31M of the variance.

7. The increase was due to unbudgeted straight lining amortisation of administered lease agreements in accordance with the AASB17 Accounting Standards.

8. The decrease was due to lower MOP's plant and equipment acquisitions (\$0.11M) and disposals (\$0.09M) occurring post budget formation.

9. The increase was primarily due to unspent SQ funding for a production proposal that did not eventually proceed (\$2.40M), TIQ's end of year foreign currency revaluation (\$0.26M) and higher MOPS trade creditors, primarily related to an additional Ministerial Office (\$0.37M). Collectively, these items represent \$3.03M of the variance.

10. The decrease was due to the reclassification of MOPS redundancy entitlements from current to non-current liabilities.

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Section G: Other Information

G1 Machinery of Government Changes

Transfers In – Controlled Activities

Details of Transfer: One-Stop Shop Strategy and Implementation Office (OSSSIO) transferred in from the Department of Science, Information Technology and Innovation.

Digital Economy and Productivity (DE&P) transferred in from the Department of Science, Information Technology and Innovation.

Queensland Government Chief Information Office (QGCIO) transferred in from the Department of Science, Information Technology and Innovation.

Responsibility for the provision of corporate and executive services to One-Stop Shop Strategy and Implementation Office, Digital Economy and Productivity and Queensland Government Chief Information Office transferred in from the Department of Science, Information Technology and Innovation.

Basis of Transfer: *Public Service Departmental Arrangements Notice (No 3.) 2017*, dated 12 December 2017

Date of Transfer: Effective from 13 December 2017

Assets and liabilities of One-Stop Shop Strategy and Implementation Office and Queensland Government Chief Information Office were transferred into the department from the Department of Science, Information Technology and Innovation as a result of this change. Digital Economy and Productivity did not have any assets or liabilities as at 13 December 2017.

	One-Stop Shop Strategy and Implementation Office \$'000	Queensland Government Chief Information Office \$'000	Total \$'000
Assets			
Current			
Cash	2,924	-	2,924
Receivables and loans receivable	1,293	449	1,742
Non-Current			
Property, Plant and Equipment	794	39	833
Intangibles	4,638	18	4,656
	9,649	506	10,155
Liabilities			
Current			
Payables	3,954	134	4,088
Accrued employee benefits	262	156	418
Other current liabilities	-	129	129
	4,216	419	4,635
Net assets transferred	5,433	87	5,520

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Transfers Out – Controlled Activities

1. Details of Transfer:	Arts Queensland (excluding Screen Queensland) transferred out to the Department of Environment and Science. Corporate Administration Agency transferred out to the Department of Environment and Science.
Basis of Transfer:	<i>Public Service Departmental Arrangements Notice (No 3.) 2017</i> , dated 12 December 2017
Date of Transfer:	Effective from 1 January 2018
2. Details of Transfer:	One-Stop Shop Strategy and Implementation Office, Digital Economy and Productivity, Queensland Government Chief Information Office transferred out to the Department of Housing and Public Works. Responsibility for the provision of corporate and executive services to One-Stop Shop Strategy and Implementation Office, Digital Economy and Productivity and Queensland Government Chief Information Office transferred out to the Department of Housing and Public Works.
Basis of Transfer:	<i>Public Service Departmental Arrangements Notice (No 1.) 2018</i> , dated 9 February 2018
Date of Transfer:	Effective from 1 March 2018

Assets and liabilities of Arts Queensland and Corporate Administration Agency were transferred from the department to the Department of Environment and Science. Assets and liabilities of One-Stop Shop Strategy and Implementation Office and Queensland Government Chief Information Office were transferred to the Department of Housing and Public Works as a result of this change. Digital Economy and Productivity did not have any assets or liabilities as at 1 March 2018.

	Arts Queensland \$'000	Corporate Administration Agency \$'000	One-Stop Shop Strategy and Implementation Office \$'000	Queensland Government Chief Information Office \$'000	Total \$'000
Assets					
Current					
Cash	2,015	4,124	1,334	873	8,346
Receivables and loans receivable	13,876	1,119	114	26	15,135
Other current assets	38	-	761	(567)	232
Non-Current					
Receivables and loans receivable	10,854	-	-	-	10,854
Property, Plant and Equipment	769,503	26	769	37	770,335
Intangibles	-	-	4,542	10	4,552
	<u>796,286</u>	<u>5,269</u>	<u>7,520</u>	<u>379</u>	<u>809,454</u>
Liabilities					
Current					
Payables	2,995	112	1,973	25	5,105
Accrued employee benefits	517	314	622	125	1,578
Other financial liabilities	10,367	65	-	130	10,562
Non-Current					
Other financial liabilities	10,829	-	-	-	10,829
	<u>24,708</u>	<u>491</u>	<u>2,595</u>	<u>280</u>	<u>28,074</u>
Net assets transferred	<u>771,578</u>	<u>4,778</u>	<u>4,925</u>	<u>99</u>	<u>781,380</u>

The decrease in assets has been accounted for as a decrease in contributed equity as disclosed in the Statement of Changes in Equity.

Income and expenses of OSSIO, QGCIO and DE&P are included in the statement of comprehensive income of the department. Budgeted appropriation revenue (controlled) of \$6.591M was reallocated from the Department of Science, Information Technology and Innovation to the department as part of the machinery-of-Government changes.

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G2 Key Management Personnel (KMP)

G2-1: Details of Key Management Personnel

As from 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 Trade.

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 2017-2018 and 2016-2017. Further information on these positions can be found in the body of the Annual Report.

Position	Responsibilities
Director-General	The Director-General leads the efficient, effective and economic administration of the Department of the Premier and Cabinet.
Deputy Director-General, Policy	The Deputy Director-General, Policy leads policy advice and facilitates the development of evidence-based policy advice and coordination for the Premier and Cabinet to drive change across government. The 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. Arts Queensland was transferred out as a result of Machinery-of-Government changes effective from 1 January 2018.
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 Governing from the Regions meetings.
Senior Executive Director, Office of the Director-General	The Senior Executive Director manages the Office of the Director-General.

*Position 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 G2-4 Non-Ministerial KMP Performance Remuneration Expense.

G2-2: 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 B1-2: User Charges and Fees

Note B1-3: Grants and Other Contributions

Note B2-1: Employee Expenses

Note B2-2: Supplies and Services

Note B2-3: Grants and Subsidies

Note B2-4: Other Expenses

Note C2: Receivables and Loans Receivable

Note C6: Interest-Bearing Liabilities

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G2-3: KMP Remuneration Policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch 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 2017-18, 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:

- o 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;
- o non-monetary benefits - consisting of provision of minor benefits 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.

There were nil performance payments in 2017-18 (nil in 2016-17).

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

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2018

G24: Non-Ministerial KMP Performance Remuneration Expense

Disclosures provided focus on the net expenses incurred by the department attributable to non-Ministerial KMP during the respective reporting periods. The amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income.

Position (Classification)	Employee Expenses					
	Financial Year	Short Term		Long Term	Post Termin.	Total
		Monetary \$'000	Non-Monetary \$'000			
Director-General (CEO)	2017-18	654	-	13	77	744
	2016-17	640	-	12	78	730
Deputy Director-General, Policy (CEO) (From 21 May 18 to 30 Jun 18)	2017-18	40	-	1	3	44
Deputy Director-General, Policy (CEO) (To 26 Jan 18)	2017-18	213	-	4	20	237
	2016-17	313	1	6	34	354
Deputy Director-General, Corporate and Government Services (SES4)	2017-18	260	-	5	28	293
	2016-17	258	-	5	27	290
Deputy Director-General, Strategy and Engagement (SES4)	2017-18	235	2	5	27	269
Deputy Director-General, Strategy and Engagement (SES4) (From 23 Jan 17)	2016-17	108	-	2	12	122
Deputy Director-General, Strategy and Engagement (SES4) (To 04 Nov 16)	2016-17	104	-	2	9	115
Queensland Parliamentary Counsel (CEO) (To 22 June 18)	2017-18	309	-	6	38	353
	2016-17	294	-	6	38	338
Cabinet Secretary (SES3)	2017-18	237	-	5	25	267
	2016-17	222	-	4	25	251
Executive Director, Departmental and Customer Liaison Office (SES2)	2017-18	188	-	4	19	211
Senior Executive Director, Office of the Director-General (SES2) (From 12 Dec 16)	2016-17	101	-	2	10	113
Deputy Director-General, Arts Queensland (SES4) (To 31 Dec 17)	2017-18	125	-	3	13	141
	2016-17	234	-	5	26	265
Total Remuneration	2017-18	2,261	2	46	250	2,558
	2016-17	2,274	1	44	259	2,578

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2018**

G3 Basis of Financial Statement Preparation

G3-1: 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 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.

G3-2: 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 2017.
- On an accrual basis.

G3-3: 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 2016-17 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'.

G3-4: 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 the statement of financial position, refer note C2.

G3-5: The Reporting Entity

As part of machinery-of-Government changes, AQ and CAA were transferred out of the department during 2017-18. Also, QGCIO, OSSIO and DE&P were transferred into the department and transferred out during the year. (*Refer to Section G1: Notes about machinery-of-Government changes*).

Accordingly, the parent entity statement of comprehensive income for the year ended 30 June 2018 includes revenue and expenses of the Department of the Premier and Cabinet. The statement of financial position of the parent entity as at 30 June 2018 includes only assets, liabilities and equity of the Department of the Premier and Cabinet.

Screen Queensland Pty Ltd (SQ) is a controlled entity of the department and forms part of economic entity. SQ was incorporated in the State of Queensland and is 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.

G3-6: 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 C3-2: Intangible Assets. Amortisation expense and impairment

Note C4-4: Property, plant and equipment. Measurement using fair value and cost

Note C4-5: 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.

Department of the Premier and Cabinet Notes to the Financial Statements for the year ended 30 June 2018

G3-7: First Year Application of New Accounting Standards or Change in Accounting Policy

The department did not voluntarily change any of its accounting policies during 2017-18.

Accounting Standards Early Adopted

No Australian Accounting Standards have been early adopted for 2017-18.

Accounting Standards Applied for the First Time

AASB 2016-2 *Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107* requires the disclosure of information that will allow users to understand changes in liabilities arising from financing activities. Disclosure of the relevant figures are included in cash flow reconciliation section.

AASB 2016-4 *Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash Generating Specialised Assets for not-for-Profit Entities* simplified and clarified the impairment testing requirements under AASB 136 for non-cash generating assets held by NFP entities. This amendment has not changed any reported amounts. References to the Depreciated Replacement Costs have been replaced with Current Replacement Cost in line with these amendments.

G3-8: 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 effective dates are set out below:

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

These standards will first apply to the department from its financial statements for 2019-20.

The objective of AASB 1058 is to establish principles for not-for-profit entities that apply to transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not-for-profit entity to further its objectives and the receipt of volunteer services. Whereas, the objective of AASB 15 is to establish the principles that an entity should apply to report useful information to users of financial statements about nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer.

AASB 15 introduces a five-step revenue recognition model:

1. Identify the contract;
2. Identify the performance obligations;
3. Determine the transaction price;
4. Allocate the transaction price to the performance obligations; and
5. Recognise revenue progressively as individual performance.

The model specifies that revenue should be recognised when an entity transfers control of goods/services to a customer, at the amount to which the entity expects to be entitled.

The department has commenced analysing the new revenue recognition requirements under these standards and the department does not currently have any revenue agreements with a material impact for the period after 1 July 2018.

The department will monitor the impact of such contracts subsequently entered into before the new standards take effect.

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

These standards will first apply to the department from its financial statements for 2018-19 with a 1 July 2018 date of transition. The main impacts of these standards on the department are that they will change the requirements for the classification, measurement, impairment and disclosures associated with the department's financial assets. AASB 9 will introduce different criteria for whether financial assets can be measured at amortised cost or fair value.

The department has reviewed the impact of AASB 9 on the classification and measurement of its financial assets. The following summarises the estimated impact (or ranges of estimates) of AASB 9 will change the categorisation and valuation of the amounts reported in Note D3-2:

- There will be no change to either the classification or valuation of the cash and cash equivalent item.
- Trade receivables will be classified and measured at amortised cost, similar to the current classification of loans and receivables. The department will not be adopting the simplified approach under AASB 9 and measure lifetime expected credit losses on all trade receivables and contract assets using a provision matrix approach as a practical expedient to measure the impairment provision.
- The amount of impairment for trade receivables owing from other government agencies is insignificant and immaterial due to the low credit risk (high quality credit rating) for the State of Queensland.

Department of the Premier and Cabinet Notes to the Financial Statements for the year ended 30 June 2018

- The department makes films assistance loans through its controlled entity, Screen Queensland. These loans meet the Solely Payment of Principal and Interest (SPPI) test under AASB 9 as they constitute a basic lending arrangement. As such, these loans will be measured at amortised cost. The department will assess at each reporting date for any indicators that the loans might be impaired.
- All financial liabilities listed in Note D3-1 will continue to be measured at amortised cost. The department does not expect a material change in the reported value of financial liabilities.

AASB 16 Leases

This standard will first apply to the department from its financial statements for 2019-20. 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 for agencies that lease assets. The impact on the reported assets and liabilities would be largely in proportion to the scale of the agency's leasing activities.

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 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 intends to adopt the 'cumulative approach'.

The department has commenced the preliminary assessment of the application and transitional impact of AASB 16 *Leases*. To determine whether a contract conveys the right to control the use of an identified asset, the department has assessed the following criteria:

1. Right to obtain economic benefits
2. Right to direct the use of the identified assets
3. Substantive substitution rights

Based on the department's assessment, it is expected that the first time adoption of AASB 16 for the year ended 30 June 2020 will have a material impact on the transactions and balances recognised in the financial statements. Assuming there are no changes to the current leasing arrangement, the estimated right-of-use asset of \$74.93M (DPC: \$69.49M and SQ: \$5.44M) and lease liability of \$83.51M (DPC: \$77.88M and SQ: \$5.63M) will be recognised at the date of initial application. The estimated right-of-use asset and lease liability relates to office accommodation and equipment hire.

The department is currently awaiting formal guidance from Queensland Treasury as to whether the lease arrangements should be accounted for on-balance sheet under AASB 16.

The department will continue to assess the impact of any contracts subsequently entered into before the new standard takes effect.

AASB 1059 *Service Concession Arrangements: Grantors*

The department does not currently have any arrangements that would fall within the scope of AASB 1059.

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

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2018**

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:

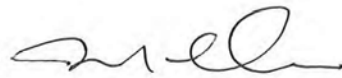
- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of the Premier and Cabinet for the financial year ended 30 June 2018 and of the financial position of the department at the end of that year; and
- c) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



Dave Stewart

Director-General

29 August 2018



Justin Muller FCPA

Chief Finance Officer

29 August 2018

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of 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 entity (the group).

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 2018, 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.

The financial report comprises the statements of financial position and statement of assets and liabilities by major departmental service as at 30 June 2018, the statements of comprehensive income, statements of changes in equity, statements of cash flows and statement of comprehensive income by major departmental service for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

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.

Other information

Other information comprises the information included in the entity's annual report for the year ended 30 June 2018, but does not include the financial report and my auditor's report thereon.

Those charged with governance are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

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.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year endedn 30 June 2018:

- 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

31 August 2018

Queensland Audit Office
Brisbane

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.

A civil engineer, Dave holds a Master's Degree in Business and a Master's Degree in 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.

He is a member of the Trade and Investment Queensland Board, Building Queensland Board, Great Barrier Reef Marine Park Authority and Council of Australian Governments Senior Officials.

Mark Cridland

Deputy Director-General, Policy

As Deputy Director-General, Policy, Mark is responsible for leading the Economic, Social, Environment and Policy Futures teams in providing high-level strategic policy advice for the Premier and Cabinet and, for the implementation of key government decisions.

Mark is a highly experienced senior executive with more than 26 years of proven leadership and delivery in large and complex government and private sector organisations.

Between 2013 and May 2018, Mark was a senior director and account leader with KPMG Australia where he led significant engagements across Australia covering infrastructure, economic evaluation, governance, performance frameworks, and national reforms.

For the decade prior to 2013 Mark has held numerous senior executive roles in Queensland and New South Wales governments. This included Deputy Director-General (Policy, Planning and Investment) in the Queensland Department of Transport and Main Roads between 2009 and 2013.

Mark holds a Bachelor of Commerce (Legal Studies) and has completed an executive program at the Harvard Kennedy School in Leadership.

Mark has a passion and commitment to public service. He believes in the role it can play in positively influencing outcomes for all Queenslanders.

Filly Morgan

Deputy Director-General, Corporate and Government Services, PSM

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.

Filly was awarded a Public Service Medal on Australia Day 2018 for outstanding public service through a range of coordination and governance roles in Queensland.

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, and the integrated communications and protocol functions within the Department of the Premier and Cabinet. Tess also oversees Trade and Investment Queensland and Screen Queensland's interface with the Premier's portfolio.

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 Master's Degree 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.

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 over 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 was Queensland's member of the Australasian Parliamentary Counsel's Committee until Annette departed the Queensland Office of the Parliamentary Counsel in June 2018 to take up a similar position in New South Wales.

Sandra Lawson

Acting Parliamentary Counsel

Sandra was appointed Deputy Parliamentary Counsel in August 2018 and has more than 19 years' experience in legislative drafting. She began her drafting career in 1998 at the Parliamentary Counsel Office in New Zealand. Since November 2001, Sandra has worked at OQPC in numerous legislative drafting and management roles. Sandra is currently Acting Queensland Parliamentary Counsel, pending the arrival of the newly appointed Queensland Parliamentary Counsel in October 2018.

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; Child Safety, Youth and Women; Communities, Disability Services and Seniors; Education; Environment and Science; Housing and Public Works; Local Government, Racing and Multicultural Affairs; Natural Resources, Mines and Energy; Queensland Health and State Development, Manufacturing, Infrastructure and Planning.

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; Employment, Small Business and Training; Innovation, Tourism Industry Development and the Commonwealth Games; Justice and Attorney-General; Premier and Cabinet; Queensland Fire and Emergency Services; Queensland Police Service; Queensland Treasury; Transport and Main Roads and Queensland Corrective Services.

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
Domestic and Family Violence Implementation Council	Terms of Reference	See Boards and committees section
Office of the Governor	<i>Constitution of Queensland 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 Audit Office	<i>Auditor-General Act 2009</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 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 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
Trade and Investment Queensland	<i>Trade and Investment Queensland Act 2013</i>	Separate Annual Report prepared

Ministerial and Other Office Holder Staff

The *Ministerial and Other Office 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 2017–18 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 one directive was issued under the Act.

List of Legislation

The following legislation is administered through DPC on behalf of the Premier as at 30 June 2018:

- ▶ *Agent-General for Queensland Act 1975*
- ▶ *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, 18–21)*
- ▶ *Commonwealth Powers (Air Transport) Act 1950*
- ▶ *Constitution Act 1867*
- ▶ *Constitution Act Amendment Act 1890*
- ▶ *Constitution Act Amendment Act 1934*
- ▶ *Constitution of Queensland 2001*
- ▶ *Constitution (Fixed Term Parliament) Referendum Act 2015*
- ▶ *Constitutional Powers (Coastal Waters) Act 1980*
- ▶ *Emblems of Queensland Act 2005*
- ▶ *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 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 Plan Act 2014*
- ▶ *Reprints Act 1992*
- ▶ *Senate Elections Act 1960*
- ▶ *Statute of Westminster 1931 (Imperial)*
- ▶ *Statute of Westminster Adoption Act 1942 (Cth)*
- ▶ *Statutory Instruments Act 1992*
- ▶ *Trade and Investment Queensland Act 2013* (except to the extent administered by the Minister for Innovation and Tourism Industry Development and Minister for the Commonwealth Games)

Boards and committees

Domestic and Family Violence Implementation Council	
Title	Description
Act or instrument	The Council is established administratively with members appointed by letter from the Premier. Establishment of Council is in accordance with Not Now, Not Ever report, recommendation 3.
Functions	The role of the Domestic and Family Violence Implementation Council is to act as an oversight and advocacy body for the implementation of recommendations of the Not Now, Not Ever report and the Domestic and Family Violence Prevention Strategy.
Achievements	Between its establishment on 1 December 2015 and 30 June 2018, the Council has conducted 17 full meetings, including visits to Mount Isa, Toowoomba, Logan and Cairns, and engaged with stakeholders through a range of out-of-session meetings, events and other activities as part of its oversight and advocacy role.
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	6	\$390 daily	N/A	\$9945
Deputy Chair	Lance Hockridge	5	\$300 daily	N/A	\$0 #
Member	Kathleen Baird	6	\$300 daily	N/A	\$3075
Member	Faiza el-Higzi	4	\$300 daily	N/A	\$1800
Member	Lachlan Heywood (until 23 October 2017)	1	\$300 daily	N/A	\$150
Member	Denise Kostowski	3	N/A	N/A	\$0 +
Member	Ian Leavers	3	\$300 daily	N/A	\$900
Member	Natalie Lewis (until 1 June 2018)	5	\$300 daily	N/A	\$2100
Member	Karni Liddell	6	\$300 daily	N/A	\$3900
Member	Darren Lockyer	1	\$300 daily	N/A	\$300
Member	Kathryn McMillan	3	\$300 daily	N/A	\$0 ^
Member	Edward Mosby	5	\$300 daily	N/A	\$1950
Member	Janette Phelan	5	\$300 daily	N/A	\$2250
Member	Wendell Rosevear	5	\$300 daily	N/A	\$1875
Member	Annabel Taylor	4	\$300 daily	N/A	\$2100
Member	Karyn Walsh	4	\$300 daily	N/A	\$1875

Remuneration					
Position	Name	Meetings / sessions attendance*	Approved annual, sessional or daily fee	Approved subcommittee fees if applicable	Actual fees received*
Ex-officio member	Judge Ray Rinaudo Chief Magistrate of Queensland	4	N/A	N/A	\$0 +
Ex-officio member	Department of the Premier and Cabinet representative	6	N/A	N/A	\$0 +
Ex-officio member	Department of Justice and Attorney-General representative	6	N/A	N/A	\$0 +
Ex-officio member	Queensland Police Service representative	6	N/A	N/A	\$0 +
Ex-officio member	Department of Child Safety, Youth and Women representative [‡]	6	N/A	N/A	\$0 +
Number of scheduled meetings/sessions		6			
Total out-of-pocket expenses		\$1014.98			

* Meeting attendance refers to full Council meetings and does not include out-of-session activities. Amounts paid to individual members vary based on attendance at Council meetings, participation in additional stakeholder engagement meetings and activities, and entitlements to 'significant travel fee'. Fees for some activities conducted during the 2016-17 financial year processed in the 2017-18 financial year.

Member waived remuneration fees

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

^ Member did not claim remuneration fees during reporting period

‡ Formerly Department of Communities, Child Safety and Disability Services

Queensland Advisory Committee for the Commemoration of the Anzac Centenary

Title	Description				
Act or instrument	The Committee is established administratively with members appointed by letter from the Premier and Minister for Trade.				
Functions	The role of the Committee 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 is commemorating 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 the 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 Committee and the Queensland Government at commemorative events as well as project launches and other events for community activities that received funding from Queensland’s Anzac Centenary commemoration program.</p>				
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	Andrew Craig	3	N/A	N/A	N/A
Deputy Chairperson	Chris Austin	3	N/A	N/A	N/A
Member	Leanne Cameron	1	N/A	N/A	N/A
Member	Stewart Cameron (from 23 June 2018)	2	N/A	N/A	N/A
Member	Ross Eastgate	1	N/A	N/A	N/A
Member	Alex Garlin	3	N/A	N/A	N/A
Member	Mark Jamieson	0	N/A	N/A	N/A
Member	Andrew King	2	N/A	N/A	N/A
Member	Hedley Lockyer (until 24 October 2017)	0	N/A	N/A	N/A
Member	Turgut Manli	1	N/A	N/A	N/A
Member	Paul McLachlan	0	N/A	N/A	N/A
Member	Vicki McDonald	1	N/A	N/A	N/A
Member	Suzanne Miller (until 25 July 2017)	0	N/A	N/A	N/A
Member	Danny O’Kearney	3	N/A	N/A	N/A
Member	Bradley Saunders	1	N/A	N/A	N/A
Member	Jason Scanes (from 11 April 2018)	1	N/A	N/A	N/A
Member	David Smith (from 11 April 2018)	1	N/A	N/A	N/A
Member	Jim Thompson (from 4 September 2017)	3	N/A	N/A	N/A

Remuneration					
Position	Name	Meetings / sessions attendance	Approved annual, sessional or daily fee	Approved subcommittee fees if applicable	Actual fees received
Ex-officio member	Deputy Director-General, Corporate and Government Services, Department of the Premier and Cabinet	3	N/A	N/A	N/A
Ex-officio member	Executive Director, Anzac Centenary Coordination Unit, Department of the Premier and Cabinet	3	N/A	N/A	N/A
Number of scheduled meetings/sessions		3			
Total out-of-pocket expenses		\$1118.46			

Queensland Independent Remuneration Tribunal

Title	Description
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Act or instrument	<i>Queensland Independent Remuneration Tribunal Act 2013</i>
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Functions	The role, functions and responsibilities of the Tribunal are to review remuneration in connection with Members of the Legislative Assembly and former members and to make determinations about remuneration (salary, allowances and entitlements). In performing its functions, the Tribunal must act independently, impartially and fairly. The Tribunal is required to provide determinations and written reasons for each determination to the Clerk of the Parliament for tabling in the Legislative Assembly.
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Achievements	Achievements are outlined in the Tribunal's Annual Report.
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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.
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Remuneration

Position	Name	Meetings / sessions attendance	Approved annual, sessional or daily fee	Approved subcommittee fees if applicable	Actual fees received
Chairperson	Anne Tiernan	3	Meeting fee: \$520	N/A	\$3120
Member	Karyn Walsh	3	Meeting fee: \$400	N/A	\$1600
Member	Wally Tutt	2	Meeting fee:	N/A	\$1200
	(from 14 September 2017)		\$400		
Number of scheduled meetings/sessions		3			
Total out-of-pocket expenses		\$0			

Queensland Plan Ambassadors Council					
Title	Description				
Act or instrument	Queensland Plan Act 2014				
Functions	The Council fosters community engagement and shared responsibility for achieving the longterm vision and goals of the Queensland Plan. Ambassadors on the Council serve as champions of the Plan and encourage industry, business and community organisations and the general public to continue to strive towards its visions and goals.				
	The Council has a number of key roles: to promote awareness and advocate for the implementation of the Plan, and to advise the Premier and Minister for Trade on matters relating to its implementation.				
Achievements	The Council met six times in 2017–18. Two of the meetings held in Brisbane involved engagement with external stakeholders and focused on five foundation areas within the Plan: education, community, health and wellbeing, environment, and infrastructure.				
	Through Meeting Communiques, the Council provided advice to the Premier on the range of positive initiatives underway across Queensland in each of these foundation areas, emerging issues and challenges and gains made towards improving the lives of Queenslanders.				
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	6	N/A	N/A	N/A
Deputy Chairperson	Mark Henley	6	N/A	N/A	N/A
Member	John Cole	6	N/A	N/A	N/A
Member	Daniel Gschwind	4	N/A	N/A	N/A
Member	Shelley Argent	3	N/A	N/A	N/A
Member	Karen Tully	5	N/A	N/A	N/A
Member	Leon Yeatman	5	N/A	N/A	N/A
Member	Kate Tully	5	N/A	N/A	N/A
Member	Erin Faithful	1	N/A	N/A	N/A
Member	Taj Pabari	5	N/A	N/A	N/A
Member	Allan Dale	5	N/A	N/A	N/A
Member	Roger Scott (until 20 February 2018)	2	N/A	N/A	N/A
Number of scheduled meetings/sessions		6			
Total out-of-pocket expenses		\$922.79			

Queensland Social Cohesion Implementation Committee

Title Description

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

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; strengthen social cohesion and resilience and reduce the risk of antisocial behaviours and behaviours that may lead to violence or physical harm to others; and communicate approaches for promoting diversity and social cohesion across Queensland communities.

Achievements Endorsed 71 projects for funding, through the *We are Queensland* small grants program. These projects were approved and announced by the Premier in October 2017. Total funding of \$1,051,737 was approved.

Established the Queensland Local Government Network in August 2017.

Engaged the Global Learning Centre in July 2017 to deliver a comprehensive professional development program for Queensland educators around global citizenship and social cohesion.

Allocated funding to Multicultural Affairs Queensland to deliver two grant programs: Embracing Diversity through Access and Inclusion and Connecting Communities Fund.

The *We are Queensland* television campaign was aired from 27 June 2017 running for a six week period. It was complemented by digital and social media advertising, a strong social media presence and supporting regional activations. The campaign was also linked with Queensland Day activities.

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	3	N/A	N/A	N/A
Deputy Chairperson	Lesley Chenoweth	2	N/A	N/A	N/A
Member	Josephine Aufai	1	N/A	N/A	N/A
Member	Mary Bartlett-Johnson	0	N/A	N/A	N/A
Member	Adrian Cherney	0	N/A	N/A	N/A
Member	Petero Civoniceva	0	N/A	N/A	N/A
Member	Venessa Curnow	1	N/A	N/A	N/A
Member	Gail Ker	3	N/A	N/A	N/A
Member	Fahim Khondaker	1	N/A	N/A	N/A
Member	Prudence Melom	1	N/A	N/A	N/A
Member	Tammy Wallace (from 27 July 2017)	2	N/A	N/A	N/A
Number of scheduled meetings/sessions		3			
Total out-of-pocket expenses		\$0			

Queensland Veterans’ Advisory Council					
Title	Description				
Act or instrument	The Council is established administratively with members appointed by letter from the Premier and Minister for Trade.				
Functions	The role of the Council is to provide a forum for the Queensland veterans’ community to communicate directly with the highest levels of the Queensland Government. The Council meets biannually to provide advice to the Queensland Government on matters relating to veterans and to promote the wellbeing of veterans in Queensland.				
Achievements	Considered and provided advice on federal and state initiatives in support of the veterans’ community and sought input from the broader Queensland veterans’ community by consulting with various Queensland veterans’ organisations. Regularly engaged and consulted with the Assistant Minister for Veterans’ Affairs and Assistant Minister of State.				
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	Danny O’Kearney	1	N/A	N/A	N/A
Deputy Chairperson	Andrew Craig	1	N/A	N/A	N/A
Member	Edward Chitham (until 15 March 2018)	1	N/A	N/A	N/A
Member	Chris Hamilton	1	N/A	N/A	N/A
Member	Margaret Jenyns (from 25 July 2018)	1	N/A	N/A	N/A
Member	Chris Richards	1	N/A	N/A	N/A
Member	Ben Roberts-Smith	0	N/A	N/A	N/A
Member	Robert Shortridge	1	N/A	N/A	N/A
Member	Ann Stephenson	1	N/A	N/A	N/A
Member	Helen Strange (until 15 March 2018)	1	N/A	N/A	N/A
Member	Ron Strong (until 12 September 2017)	0	N/A	N/A	N/A
Ex-officio member	Deputy Commissioner Queensland, Department of Veterans’ Affairs	0	N/A	N/A	N/A
Ex-officio member	Deputy Director-General, Corporate and Government Services, Department of the Premier and Cabinet	1	N/A	N/A	N/A
Ex-officio member	Deputy Director-General, Policy, Department of the Premier and Cabinet	1	N/A	N/A	N/A
Ex-officio member	Executive Director, Anzac Centenary Coordination Unit, Department of the Premier and Cabinet	1	N/A	N/A	N/A
Number of scheduled meetings/sessions		1			
Total out-of-pocket expenses		\$3857.79			

Screen Queensland Pty Ltd

Title	Description				
Act or instrument	Corporations Act 2001 (Cth)				
Functions	The objects of Screen Queensland Pty Ltd are to increase the level of film and television production in Queensland; to develop and maintain a creative infrastructure in Queensland for the film and television production industry; to develop and maintain an active and vibrant screen culture in Queensland; and to make funding available to members of the domestic and foreign film industry whether through loan, grant, rebate, financial assistance, investment, investment loan or any other form of funding.				
Achievements	<p>Screen Queensland funded 30 film and television screen productions and games, which will generate an estimated \$133.5 million in Queensland Production Expenditure (QPE) and more than 1950 employment opportunities for Queenslanders.</p> <p>The 30 projects included: 17 domestic productions, of which 10 were Queensland-based screen companies and seven interstate screen entities working here but utilising Queensland crew and spending their production budgets on Queensland goods and services, including <i>Harrow</i>; 8 domestic games, all created by local game developers, such as <i>Super Drop Land</i>, through a bespoke funding program designed in consultation with the games community; 5 international productions, including <i>Dora the Explorer</i> and <i>Danger Close</i>.</p> <p>Screen Queensland also:</p> <ul style="list-style-type: none">▶ supported 109 screen practitioners to travel to local and international markets including MIPCOM, Cannes, Games Connect Asia Pacific, Games Developer Conference, South by South West and the Asian Animation Summit, to build networks, partnerships, co-productions and to pitch their content to potential distributors and markets.▶ invested total of \$1 million in the Screen Culture program to support 36 events creating a dynamic and vibrant screen culture in Queensland through diverse and innovative festivals and events that celebrate filmmaking and storytelling throughout our vast State.▶ launched <i>sqhub</i> with 13 inaugural residents, in Queensland’s first co-working space and incubator dedicated entirely to screen and games practitioners, with the aim to connect emerging content creators from all parts of the industry and help innovative screen startups to grow.▶ supported 23 professional attachment opportunities for early and mid-career screen practitioners to develop their skills and experience on major productions▶ launched the first MediaRING Fellowship with NITV offering an early-career Queensland Indigenous screen practitioner a one-year paid professional placement.				
Financial reporting	Screen Queensland is required to prepare annual financial reports in accordance with the <i>Corporations Act 2001</i> . These financial reports are tabled in the Legislative Assembly. 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 (until 6 September 2017)	3	\$5000 pa	N/A	\$917
Chairperson	Linda Lavarch (from 9 May 2018)	1	\$5000 pa	N/A	\$833

Remuneration					
Position	Name	Meetings / sessions attendance	Approved annual, sessional or daily fee	Approved subcommittee fees if applicable	Actual fees received
Director	Catherine O'Sullivan (Chairperson from 27 October 2017 until 27 April 2018)	10	\$3000 pa	\$1000 (until 27 October 2017)	\$3833
Director	Takeshi Takada	10	\$3000 pa	N/A	\$3000
Director	Michael Smellie	12	\$3000 pa	N/A	\$3000
Director	Paul Syvret	8	\$3000 pa	\$500 pa (from 27 October 2017)	\$3250
Director	Patricia Heaton	10	\$3000 pa	\$1000 pa (from 27 October 2017)	\$3750
Director	Chelsea Bond	8	\$3000 pa	\$500 pa (from 27 October 2017)	\$3250
Director	Tess Bishop (from 1 October 2017 until 18 January 2018)	3	N/A	N/A	\$0+
Number of scheduled meetings/sessions		12			
Total out-of-pocket expenses		\$0			

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

Glossary of terms

AAAO Administrative Arrangements Amendment Order

AAO Administrative Arrangements Order

AQ Arts Queensland

AQIAF Advance Queensland Industry Attraction Fund

ARMC Audit and Risk Management Committee

ARRs Annual report requirements for Queensland agencies

ANZAC Australia and New Zealand Army Corps

CAA Corporate Administration Agency

CGG Corporate Governance Group

COAG Council of Australian Governments

CTH (Cth) Commonwealth

DFV Domestic and Family Violence

DPC Department of the Premier and Cabinet

eDRMS Electronic Document and Records Management System

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

FTE Full-time equivalent

GST Goods and services tax

ICT Information and communication technology

ISMS Information Security Management System

JAC Joint Advisory Council

NDIS National Disability Insurance Scheme

NSW New South Wales

OQPC Office of the Queensland Parliamentary Counsel

PSC Public Service Commission

QAO Queensland Audit Office

QPS Queensland Public Service

QuILLS Queensland Integrated Legislation Lifecycle System

RFFF Revolving Film Finance Facility

SQ Screen Queensland

TIQ Trade and Investment Queensland

USA United States of America

VAW Violence Against Women

WRA White Ribbon Australia

XML eXtensible Markup Language

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	▶ Content
	▶ Glossary		▶ Glossary
	▶ Public availability	ARRs – section 9.2	▶ Communication objective
	▶ Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	▶ Communication objective
	▶ Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	▶ Copyright
	▶ Information Licensing	<i>QGEA – Information Licensing</i> 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	▶ About the Department ▶ Government objectives for the Community ▶ List of Legislation
	▶ Machinery of Government changes	ARRs – section 31 and 32	▶ About the Department ▶ Director-General's report
	▶ Operating environment	ARRs – section 10.3	▶ About the department
Non-financial performance	▶ Government's objectives for the community	ARRs – section 11.1	▶ About the department ▶ Government objectives for the Community
	▶ Other whole-of-government plans / specific initiatives	ARRs – section 11.2	▶ About the Department ▶ Our people
	▶ Agency objectives and performance indicators	ARRs – section 11.3	▶ Policy advice, coordination and Cabinet Support ▶ Strategy and Engagement ▶ Government Services ▶ Office of the Queensland Parliamentary Counsel
	▶ Agency service areas and service standards	ARRs – section 11.4	▶ Policy advice, coordination and Cabinet Support ▶ Strategy and Engagement ▶ Government Services ▶ Office of the Queensland Parliamentary Counsel
Financial performance	▶ Summary of financial performance	ARRs – section 12.1	▶ Financial Summary

Governance – management and structure	▶ Organisational structure	ARRs – section 13.1	▶ About the Department
	▶ Executive management	ARRs – section 13.2	▶ Our leaders
	▶ Government bodies (statutory bodies and other entities)	ARRs – section 13.3	▶ Statutory bodies
	▶ Public Sector Ethics Act 1994	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	▶ Our people
	▶ Queensland public service values	ARRs – section 13.5	▶ Our people
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	▶ Strategic workforce planning and performance	ARRs – section 15.1	▶ Our people
	▶ Early retirement, redundancy and retrenchment	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i> Directive No.16/16 <i>Early Retirement, Redundancy and Retrenchment</i> (from 20 May 2016) ARRs – section 15.2	▶ Our people
Open Data	▶ Statement advising publication of information	ARRs – section 16	▶ Corporate Support Functions
	▶ Consultancies	ARRs – section 33.1	▶ https://data.qld.gov.au
	▶ Overseas travel	ARRs – section 33.2	▶ https://data.qld.gov.au
	▶ Queensland Language Services Policy	ARRs – section 33.3	▶ https://data.qld.gov.au
Financial statements	▶ Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 17.1	▶ Financial statements
	▶ Independent Auditor's Report	FAA – section 62 FPMS – section 50 ARRs – section 17.2	▶ Financial statements

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs *Annual report requirements for Queensland Government agencies*