



SERVICE DELIVERY STATEMENTS

Department of Regional Development,
Manufacturing and Water



2023–24 Queensland Budget Papers

1. Budget Speech

2. Budget Strategy and Outlook

3. Capital Statement

4. Budget Measures

Service Delivery Statements

Appropriation Bills

Budget Overview

Regional Action Plans

The budget papers are available online at budget.qld.gov.au

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Service Delivery Statements

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Department of Regional Development, Manufacturing and Water

Portfolio overview

**Minister for Regional Development and Manufacturing
Minister for Water**

The Honourable Glenn Butcher MP

Department of Regional Development, Manufacturing and Water

Acting Director-General: Linda Dobe

Additional information about the department can be sourced from www.rdmw.qld.gov.au.

Department of Regional Development, Manufacturing and Water

Overview

The Department of Regional Development, Manufacturing and Water's (the department) vision is for a Queensland where communities, businesses and water resources are sustainable, resilient and thriving. The department's purpose is to drive growth for Queensland by managing sustainable water resources, leading innovation in manufacturing, and developing our regions.

Contribution to the government's objectives for the community

The department supports the government's objectives for the community¹:

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

Department service areas

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

Department's objectives	Department's service areas
Drive investment, economic growth and jobs in Queensland communities Encourage innovation and unlock new opportunities Leverage the strength of our partners	Grow the economy To lead programs that achieve strong economic and policy outcomes in regional job creation, water infrastructure and investment to advance the Queensland manufacturing industry.
Lead water resource management to achieve sustainability and public safety outcomes Leverage the strengths of our partners	Water resource management services To lead water resource management to achieve sustainability, water user and public safety outcomes.

Department highlights

In 2023–24, the department is:

- implementing the Queensland Advanced Manufacturing Roadmap to support manufacturers to uplift their businesses through the adoption of leading edge design, innovation, technologies, processes and practices. This includes supporting Queensland manufacturers to implement new advanced manufacturing technologies through the Manufacturing Hubs grants program and the Made in Queensland grants program, as well as provision of local support through the manufacturing hubs
- building a resilient and diverse future workforce for the manufacturing sector through the regional manufacturing hubs skills and training programs and by implementing the Women in Manufacturing Strategy and supporting the Department of Youth Justice, Employment, Small Business and Training in the ongoing implementation of the Manufacturing Skills Queensland government commitment to build the skills for the manufacturing industry of the future
- continuing to improve local governments urban water supply and sewerage resilience through the \$70 million Building our Regions (Round 6) grant program
- boosting jobs and economic development opportunities through the release of unallocated water and advancing infrastructure projects including Rookwood Weir, Paradise Dam Improvement Project, raising Burdekin Falls Dam,

¹ To find out more, go to www.qld.gov.au and search "Government's objectives for the community."

Big Rocks Weir, the Fitzroy to Gladstone Pipeline, the Toowoomba to Warwick Pipeline, and the Mt Morgan Pipeline, in addition to advancing investigations of further infrastructure projects

- identifying community needs and future water infrastructure solutions through regional water assessments in 5 priority areas – Tablelands, Bundaberg and Burnett, Southern and Darling Downs, Central Queensland and Burdekin
- undertaking science-based water planning incorporating community feedback, climate change modelling, and environmental, cultural and economic outcomes across Water Plan areas, including formal review of the Mary, Barron, Burdekin, Fitzroy, Pioneer Valley and Burdekin Basin water plans
- identifying urban drinking water supply risks across regional Queensland and supporting local governments to deliver safe and reliable water to communities
- responding to recommendations in the Queensland Audit Office's 'Regulating Dam Safety' Audit Report and embedding compliance monitoring and non-compliance responses into business as usual
- supporting non-urban water users in the provision of water entitlements, undertaking compliance to ensure equitable water management and striving to improve systems and service delivery through the Rural Water Futures program
- undertaking meaningful engagement with First Nations peoples to inform water planning and other decision-making, including preparation of a First Nations Water Strategy in partnership with Aboriginal Peoples and Torres Strait Islander Peoples over the next 3 years.

Budget highlights

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

- \$11.7 million over 3 years for the development of a Water for First Nations Strategy and to develop effective strategies for engagement with First Nations Peoples on water planning and other decision-making
- \$2.6 million in 2023–24 to complete rapid and detailed assessments of drinking water and water security risks to regional and remote communities
- \$8 million over 2 years to develop a detailed business case for the preferred long-term bulk water supply source to meet the hydrogen industry's water requirements in Gladstone post 2030
- \$15 million over 4 years from 2023–24 for the construction of water treatment and supply works to the Toowoomba communities of Cambooya, Greenmount, Nobby and Clifton and \$8.5 million over 5 years for installation of water monitoring across the Southern Downs Regional Council reticulation network to identify where water is being lost or extracted. This forms part of the more than \$300 million funding for the Toowoomba to Warwick Pipeline project
- \$8.9 million over 5 years as part of the *Queensland Energy and Jobs Plan* to implement energy efficiency measures for small to medium manufacturing enterprises and undertake detailed analysis of wind farm supply chains
- \$7.2 million over 4 years (\$8.8 million over 5 years) to continue operational support to the Advanced Robotics in Manufacturing Hub
- \$22.8 million over 2 years to continue the government's commitment to discount irrigation prices by 15 per cent for one additional year and as a result of the decision to cap all Sunwater and Seqwater irrigation prices at Queensland Competition Authority assessed cost recovery levels from 2023–24.

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

Performance statement

Grow the economy

Objective

To lead programs that achieve strong economic and policy outcomes in regional job creation, water infrastructure and investment to advance the Queensland manufacturing industry.

Description

This service area delivers programs and projects that contribute to job creation and stimulate regional economic development and investment through:

- facilitating and investing in the assessment and construction of major water infrastructure projects and the release of water for economic development
- partnering with the Department of State Development, Infrastructure, Local Government and Planning to deliver the Regional Infrastructure Plans
- supporting manufacturers to implement new processes and systems
- supporting councils to provide essential water and sewerage services to communities
- planning and delivery of major water infrastructure projects.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Effectiveness measures			
Percentage of customers satisfied or very satisfied with Manufacturing Capability and Industry Development programs	New measure	New measure	80%
Estimated number of jobs enabled through grants programs	New measure	New measure	779
Efficiency measure			
Administrative costs per \$1,000 of total grant funding distributed	New measure	New measure	<\$11.50
Discontinued measures			
Value of total capital investment created through grants programs ¹	\$70.6M	\$84.0M	Discontinued measure
Value of regional capital investment created through grants programs ¹	\$54.8M	\$73.0M	Discontinued measure
Estimated number of jobs created through grants programs ²	233	277	Discontinued measure
Capital investment created per dollar spent on project facilitation ³	\$12.25	\$14.37	Discontinued measure

Notes:

1. This service standard has been discontinued due to the calculation methodology for the value of total capital investment and regional capital investment being based on funding allocated which was not a robust measure of effectiveness of grants programs outcomes.
2. This service standard has been discontinued due to a change in the calculation methodology resulting in past performance no longer being comparable. The service standard has been re-introduced 'Estimated number of jobs enabled through grants programs'. The revised calculation methodology is based on the jobs figures reported by program proponents per million dollars of total project cost stated in the funding agreements. In the absence of job creation numbers provided by the program proponent, the Queensland Treasury jobs estimation calculation is used.
3. This service standard has been discontinued as it is not considered to be a measure of efficiency under the *Queensland Government Performance Management Framework* policy. A new measure 'Administrative costs per \$1,000 of total grant funding distributed' has been introduced to better measure the efficiency of administering grant programs.

Water resource management services

Objective

To lead water resource management to achieve sustainability, water user and public safety outcomes.

Description

This service area delivers projects and programs that lead water resource management to achieve sustainability and public safety outcomes by:

- supporting economic activity by making water available for development
- regulation of dam owners to ensure communities are protected from risks of dam failure
- developing and implementing legislation, policies and programs to manage Queensland's water resources
- monitoring surface and groundwater for the purposes of managing the water resource and meeting water planning outcomes
- regulation of drinking water service providers to ensure communities have access to reliable, safe and high-quality drinking water
- maintaining community confidence in the management of Queensland's surface and groundwater resources through effective licensing and regulation of water users
- transforming the management of Queensland's water resources through the Rural Water Futures program.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Effectiveness measures			
Percentage of State's water monitoring network maintained to provide accurate and reliable data ¹	90%	91%	90%
Percentage of the State's drinking water service providers compliant with drinking water regulatory requirements	90%	98%	90%
Efficiency measure			
Average cost per participant to implement and deliver workshops and support visits to Water Supply Providers	<\$400	\$300	<\$400

Note:

1. The wording of this service standard has changed from the *2022–23 Service Delivery Statements* and was previously worded 'Accuracy and reliability of the State's water monitoring networks'. The change in wording is to better reflect the outcome being measured which is the maintenance of the water monitoring network. The calculation methodology for the measure remains unchanged.

Departmental budget summary

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

Department of Regional Development, Manufacturing and Water	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹	251,061	246,085	271,524
Other revenue	9,447	19,302	10,391
Total income	260,508	265,387	281,915
Expenses			
Grow the economy ²	139,876	107,635	134,540
Water resource management services ³	121,191	161,571	147,375
Total expenses	261,067	269,206	281,915
Operating surplus/(deficit)	(559)	(3,819)	..
Net assets	345,722	353,125	353,125
ADMINISTERED			
Revenue			
Commonwealth revenue
Appropriation revenue ⁴	44,357	125,173	46,883
Other administered revenue	6,812	6,812	8,314
Total revenue	51,169	131,985	55,197
Expenses			
Transfers to government	6,812	6,812	8,314
Administered expenses ⁴	44,357	125,173	46,883
Total expenses	51,169	131,985	55,197
Net assets⁵	168,365	201,992	201,992

Notes:

1. Includes state and Australian Government funding.
2. The movements in funding are mainly due to reprofiling of grant payments under Made in Queensland, Manufacturing Hubs Grant Program, and Building our Regions (Round 6)
3. The increase in 2022–23 Est. Actual is mainly due to new funding received for the Mount Morgan Pipeline project and additional funding for Murray-Darling Basin projects undertaken in partnership with the Australian Government.
4. The increase in 2022–23 Est. Actual is due to the one-off \$55 water bill discount for eligible South East Queensland households.
5. The increase in 2022–23 Est. Actual is due to the re-valuation of property, plant and equipment.

Staffing¹

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

Service area	2022–23 Budget	2022–23 Est. Actual	2023–24 Budget
Grow the economy ²	115	115	127
Water resource management services ^{3,4}	487	561	587
Total FTEs	602	676	714

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. The increase in grow the economy service area in 2023–24 reflects 8 FTEs transferred-in from multiple departments for the creation of a co-ordination team to support and optimise regional delivery and additional corporate FTEs.
3. The increase in water resource management services 2022–23 Est. Actual reflects 25 temporary FTEs to support delivery of Australian Government funded projects within the Murray-Darling Basin, an additional 37 temporary FTEs for delivery of 2022–23 Budget Measures and additional corporate FTEs.
4. The increase in water resource management services in 2023–24 reflects 12 temporary FTEs for delivery of the strengthening First Nations Peoples' inclusion and economic development in water management initiative and completion of the urban water risk assessment and additional corporate FTEs.

Capital program

The departments total capital outlays of \$107.1 million for 2023–24 includes \$3.5 million for capital purchases and \$103.6 million for capital grants.

Major components of capital grants for 2023–24 include:

- \$32.2 million for Made in Queensland, a \$101.5 million grant program that assists small to medium sized manufacturers to increase international competitiveness, productivity and innovation via the adoption of new technologies, systems and processes, and to generate high-skilled jobs for the future.
- \$28 million for Building our Regions (Round 6), a \$70 million grant program to assist water service providers to deliver water and sewerage projects that create regional and economic development opportunities, support local industry growth, generate jobs, and improve liveability in Queensland's regional communities.

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

	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
Capital purchases ¹	119,507	128,107	3,500
Capital grants ^{2,3}	52,536	88,261	103,569
Total capital outlays	172,043	216,368	107,069

Notes:

1. Construction of the Rookwood Weir is the primary project of the department with estimated actual expenditure of \$122.1 million in 2022–23. The project is on track for completion by early 2024 (weather permitting). The Queensland and Australian Governments have each committed \$183.6 million towards the project (\$367.2 million in total). The total cost of the project is now estimated to be \$568.9 million due to escalating supplier costs and multiple site inundations caused by high river flow; the increased cost will be funded by Sunwater.
2. The increase in 2022–23 Estimated Actuals relates to new funding received for the Mount Morgan Pipeline and the re-classification of grants paid under the Improving Great Artesian Basin Drought Resilience program, Made in Queensland program and Manufacturing Hubs grant program to capital.
3. The increase in 2023–24 Budget is primarily due to increased payments expected under Rounds 4 and 5 of the Made in Queensland program and Round 3 of the Manufacturing Hubs grant program.

Further information about the Department of Regional Development, Manufacturing and Water capital outlays can be found in *Budget Paper No. 3: Capital Statement*.

Budgeted financial statements

Departmental income statement

Controlled income statement

Total expenses are estimated to be \$281.9 million in 2023–24, an increase of \$12.7 million from the 2022–23 Estimated Actual. The increase is principally due to increased funding for the Made in Queensland grant program and the Manufacturing Hubs grant program and is offset by a reduced spend for grants related to water infrastructure projects including the Lakelands Irrigation Area, the Urannah Water Scheme, Big Rocks Weir and sub-projects of the Rookwood Weir.

The department raises approximately 4 per cent of its revenue from sources other than state appropriation, the most notable being industry charges which fund the Office of Groundwater Impact Assessment and rental income on properties held.

Administered income statement

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

The department administers funds on behalf of the state as follows:

- Revenue collected on behalf of government:
 - Titles Lodgement Revenue: revenue collected under the *Water Act 2000* for the lodgement of documents to secure water allocations
- Community Service Obligations (CSO) Payments:
 - CSO payments are made to Sunwater and Seqwater for the provision of rural irrigation services. A payment is also made to Sunwater for the Cloncurry Pipeline.

Departmental balance sheet

The department's major assets are in property, plant and equipment. Property, plant and equipment is estimated to be \$357 million in 2023–24, and includes Rookwood Weir, land and buildings (comprising office buildings, storage facilities and depots), water monitoring equipment and bores.

Controlled income statement

Department of Regional Development, Manufacturing and Water	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
INCOME			
Appropriation revenue	251,061	246,085	271,524
Taxes
User charges and fees	7,668	9,238	8,173
Royalties and land rents
Grants and other contributions	1,779	10,064	2,218
Interest and distributions from managed funds
Other revenue
Gains on sale/revaluation of assets
Total income	260,508	265,387	281,915
EXPENSES			
Employee expenses	78,938	93,057	103,309
Supplies and services	64,039	59,183	59,048
Grants and subsidies	114,231	111,457	114,799
Depreciation and amortisation	2,600	3,500	3,500
Finance/borrowing costs
Other expenses	1,259	2,009	1,259
Losses on sale/revaluation of assets
Total expenses	261,067	269,206	281,915
OPERATING SURPLUS/(DEFICIT)	(559)	(3,819)	..

Controlled balance sheet

Department of Regional Development, Manufacturing and Water	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CURRENT ASSETS			
Cash assets	7,407	4,153	4,153
Receivables	11,784	5,131	5,071
Other financial assets
Inventories	1,324	1,254	1,254
Other	569	834	834
Non-financial assets held for sale
Total current assets	21,084	11,372	11,312
NON-CURRENT ASSETS			
Receivables	737	654	654
Other financial assets
Property, plant and equipment	343,439	356,974	356,974
Intangibles	1,783	2,258	2,258
Other
Total non-current assets	345,959	359,886	359,886
TOTAL ASSETS	367,043	371,258	371,198
CURRENT LIABILITIES			
Payables	16,645	7,066	7,066
Accrued employee benefits	1,757	2,195	2,135
Interest bearing liabilities and derivatives
Provisions
Other	669	1,319	1,319
Total current liabilities	19,071	10,580	10,520
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other	2,250	7,553	7,553
Total non-current liabilities	2,250	7,553	7,553
TOTAL LIABILITIES	21,321	18,133	18,073
NET ASSETS/(LIABILITIES)	345,722	353,125	353,125
EQUITY			
TOTAL EQUITY	345,722	353,125	353,125

Controlled cash flow statement

Department of Regional Development, Manufacturing and Water	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	251,061	215,064	271,584
User charges and fees	7,668	9,238	8,173
Royalties and land rent receipts
Grants and other contributions	1,779	10,064	2,218
Interest and distribution from managed funds received
Taxes
Other
Outflows:			
Employee costs	(78,938)	(92,997)	(103,369)
Supplies and services	(64,039)	(41,563)	(59,048)
Grants and subsidies	(114,231)	(111,457)	(114,799)
Borrowing costs
Other	(1,259)	(2,009)	(1,259)
Net cash provided by or used in operating activities	2,041	(13,660)	3,500
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(119,507)	(128,107)	(3,500)
Payments for investments
Loans and advances made	101,699
Net cash provided by or used in investing activities	(17,808)	(128,107)	(3,500)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	18,100	45,350	465,300
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals	(2,900)	(22,900)	(465,300)
Net cash provided by or used in financing activities	15,200	22,450	..
Net increase/(decrease) in cash held	(567)	(119,317)	..
Cash at the beginning of financial year	7,974	123,470	4,153
Cash transfers from restructure
Cash at the end of financial year	7,407	4,153	4,153

Administered income statement

Department of Regional Development, Manufacturing and Water	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
INCOME			
Appropriation revenue	44,357	125,173	46,883
Taxes
User charges and fees	6,812	6,812	8,314
Royalties and land rents
Grants and other contributions
Interest and distributions from managed funds
Other revenue
Gains on sale/revaluation of assets
Total income	51,169	131,985	55,197
EXPENSES			
Employee expenses
Supplies and services
Grants and subsidies	44,357	125,173	46,883
Depreciation and amortisation
Finance/borrowing costs
Other expenses
Losses on sale/revaluation of assets
Transfers of Administered Revenue to Government	6,812	6,812	8,314
Total expenses	51,169	131,985	55,197
OPERATING SURPLUS/(DEFICIT)

Administered balance sheet

Department of Regional Development, Manufacturing and Water	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CURRENT ASSETS			
Cash assets	6,663	7,826	7,826
Receivables	583	1,502	1,502
Other financial assets
Inventories
Other
Non-financial assets held for sale
Total current assets	7,246	9,328	9,328
NON-CURRENT ASSETS			
Receivables	716	654	654
Other financial assets
Property, plant and equipment	167,598	201,225	201,225
Intangibles
Other
Total non-current assets	168,314	201,879	201,879
TOTAL ASSETS	175,560	211,207	211,207
CURRENT LIABILITIES			
Payables	4,567	8,241	8,241
Transfers to Government payable	2,477	690	690
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other	151	284	284
Total current liabilities	7,195	9,215	9,215
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	7,195	9,215	9,215
NET ASSETS/(LIABILITIES)	168,365	201,992	201,992
EQUITY			
TOTAL EQUITY	168,365	201,992	201,992

Administered cash flow statement

Department of Regional Development, Manufacturing and Water	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	44,357	123,354	46,883
User charges and fees	6,812	6,812	8,314
Royalties and land rent receipts
Grants and other contributions
Interest and distribution from managed funds received
Taxes
Other
Outflows:			
Employee costs
Supplies and services
Grants and subsidies	(44,357)	(125,173)	(46,883)
Borrowing costs
Other
Transfers to Government	(6,812)	(6,812)	(8,314)
Net cash provided by or used in operating activities	..	(1,819)	..
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Net cash provided by or used in financing activities
Net increase/(decrease) in cash held	..	(1,819)	..
Cash at the beginning of financial year	6,663	9,645	7,826
Cash transfers from restructure
Cash at the end of financial year	6,663	7,826	7,826

Glossary of terms

Accrual accounting	Recognition of economic events and other financial transactions involving revenue, expenses, assets, liabilities and equity as they occur and reporting in financial statements in the period to which they relate, rather than when a flow of cash occurs.
Administered items	Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the government.
Agency/entity	Used generically to refer to the various organisational units within government that deliver services or otherwise service government objectives. The term can include departments, commercialised business units, statutory bodies or other organisations established by Executive decision.
Appropriation	Funds issued by the Treasurer, under Parliamentary authority, to departments during a financial year for: <ul style="list-style-type: none"> • delivery of agreed services • administered items • adjustment of the government's equity in agencies, including acquiring of capital.
Balance sheet	A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.
Capital	A term used to refer to an entity's stock of assets and the capital grants it makes to other agencies. Assets include property, plant and equipment, intangible items and inventories that an entity owns/controls and uses in the delivery of services.
Cash flow statement	A financial statement reporting the cash inflows and outflows for an entity's operating, investing and financing activities in a particular period.
Controlled Items	Assets, liabilities, revenues and expenses that are controlled by departments. These relate directly to the departmental operational objectives and arise at the discretion and direction of that department.
Depreciation	The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.
Equity	Equity is the residual interest in the assets of the entity after deduction of its liabilities. It usually comprises the entity's accumulated surpluses/losses, capital injections and any reserves.
Equity injection	An increase in the investment of the government in a public sector agency.
Financial statements	Collective description of the income statement, the balance sheet and the cash flow statement for an entity's controlled and administered activities.
Income statement	A financial statement highlighting the accounting surplus or deficit of an entity. It provides an indication of whether the entity has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation.
Outcomes	Whole-of-government outcomes are intended to cover all dimensions of community wellbeing. They express the current needs and future aspirations of communities, within a social, economic and environment context.
Own-source revenue	Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.
Priorities	Key policy areas that will be the focus of government activity.
Services	The actions or activities (including policy development) of an agency which contribute to the achievement of the agency's objectives.
Service area	Related services grouped into a high level service area for communicating the broad types of services delivered by an agency.
Service standard	Define a level of performance that is expected to be achieved appropriate for the service area or service. Service standards are measures of efficiency or effectiveness.

