



SERVICE DELIVERY STATEMENTS

Department of Transport and Main Roads



2023–24 Queensland Budget Papers

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

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Service Delivery Statements

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Department of Transport and Main Roads

Portfolio overview

Minister for Transport and Main Roads and Minister for Digital Services

The Honourable Mark Bailey MP

Assistant Minister for Train Manufacturing and Regional Roads

Bruce Saunders MP

Department of Transport and Main Roads

A/Director-General: Sally Stannard

Queensland Shared Services

Chief Customer and Digital Officer: Chris McLaren

Corporate Administration Agency

Chief Customer and Digital Officer: Chris McLaren

RoadTek

General Manager: Kym Murphy

CITEC

Chief Customer and Digital Officer: Chris McLaren

The Minister for Transport and Main Roads and Minister for Digital Services is also responsible for:

Gold Coast Waterways Authority

Chief Executive Officer: Chris Derksema

Cross River Rail Delivery Authority

Chief Executive Officer: Graeme Newton

Additional information about these agencies can be sourced from:

www.tmr.qld.gov.au

www.translink.com.au

www.msq.qld.gov.au

services.citec.com.au

forgov.qld.gov.au/gss

www.caa.qld.gov.au

www.gcwa.qld.gov.au

www.crossriverrail.qld.gov.au

Department of Transport and Main Roads

Overview

As part of the machinery-of-government changes, effective 18 May 2023, the following functions were transferred from the former Department of Communities, Housing and Digital Economy:

- Customer and Digital Services
- Queensland Shared Services – shared service provider
- Corporate Administration Agency – shared service provider
- CITEC – commercialised business unit.

The Department of Transport and Main Roads' (the department) vision and purpose is 'Creating a single integrated transport network accessible to everyone'.

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 department objectives:

Department's objectives	Department's service areas
<p>Accessible and integrated: A transport system that is accessible and connects customers and communities.</p> <p>Safe and secure: A transport system that is safe and secure for customers and goods.</p> <p>Responsive: A transport system that is responsive and resilient to the changing environment.</p> <p>Efficient and productive: A transport system that is a key enabler of economic activity.</p> <p>Sustainable: A transport system that contributes to environmental, economic and social sustainability.</p>	<p>Transport System Investment Planning and Programming</p> <p>To develop and prioritise transport policy and investment to support economic and regional development and meet Queensland's long-term transport needs.</p> <p>Transport Infrastructure Management and Delivery</p> <p>To maintain and operate an integrated transport network accessible to all.</p> <p>Transport Safety and Regulation</p> <p>To enhance the safety of the transport system through quality regulation, road and maritime safety programs.</p> <p>Customer Experience</p> <p>To understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.</p> <p>Passenger Transport Services</p> <p>To connect Queensland through reliable and accessible passenger transport services.</p>
<p>Economic contribution: A thriving digital economy to benefit Queenslanders.</p>	<p>Customer and Digital Services</p> <p>To benefit Queenslanders and their businesses by delivering and improving government services and investing in a digitally enabled economy.</p>

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

Department highlights

In 2023–24, the department will:

- continue to implement the Queensland Train Manufacturing Program, which will build 65 new six-car passenger trains at a purpose-built manufacturing facility at Torbanlea, supporting jobs in the Maryborough region
- continue to implement the *Queensland Road Safety Strategy 2022–31* and supporting Action Plan 2022–24, taking a whole of system approach to reducing road trauma
- continue to implement the *Queensland Zero Emission Vehicle Strategy 2022–2032* for a cleaner, greener transport system by delivering more electric vehicle charging infrastructure across the state
- continue to implement 'Backing Queensland Maritime Jobs', which aims to revitalise and strengthen coastal shipping to assist economic growth and create strategically important maritime jobs and training opportunities in Queensland
- progressively expand the Smart Ticketing system across all modes of public transport
- implement and deliver on actions set out in the *Accessibility and Inclusion Plan 2023–2024* to enable people from all backgrounds to use the full range of services and products of the transport network
- continue to rollout Queensland's first Digital Licence app statewide, which will provide a convenient, safe and secure way for individuals to digitally store, share and validate their identity
- develop and implement the *Queensland Freight Action Plan 2023–2025* in partnership with key government and industry stakeholders
- implement a freight funding package for the Northern Peninsula, Torres Strait, Cape York and Gulf regions to help ease cost of living pressures
- continue to implement major rail upgrade projects, including Beerburrum to Nambour Stage 1 and the Logan and Gold Coast Faster Rail to accommodate future population and patronage growth and deliver sustainable transport services
- construct Stage 1 of the Coomera Connector, South East Queensland's largest road infrastructure project jointly funded by the Australian and Queensland Governments, which will reduce pressure on the M1 by providing an alternative route for the growing communities and commercial hubs of Helensvale and Coomera
- implement the Queensland Digital Economy Strategy by continuing delivery of the \$200 million *Our Thriving Digital Future: 2023–2026 Action Plan*:
 - enhance digital government services, including qld.gov.au, and continue integration with in-person support and other assisted channels
 - continue to work with the Australian Government and telecommunication providers to improve connectivity across Queensland through programs such as the Regional Connectivity Program and Mobile Black Spot Program
 - continue to support activities that promote digital access, affordability, and digital inclusion, including the development of a First Nations digital strategic plan and a state-wide digital inclusion strategic plan
 - continue to support an uplift in the cyber security preparedness of Queensland Government entities through a central program of cyber security services and assistance.

Budget highlights

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

- \$90.7 million over 6 years to target freight disadvantage and reduce the cost of living in remote area communities including Torres Strait, Northern Peninsula and Gulf regions, as well as South West and Central West Queensland
- \$80 million over 6 years to deliver Stage 1 of the Torres Strait Islands Marine Infrastructure Program (on a 50:50 basis jointly funded with the Australian Government), that will deliver safe, accessible and resilient marine infrastructure in partnership with the councils and communities in the region
- \$60.7 million over 5 years and \$14.9 million per annum ongoing (indexed annually) to continue and expand the implementation of the Translink Network Officers' and Third-party enforcement program delivering a consistent safety and revenue protection program across all public transport modes
- \$73.5 million over 4 years and \$17.8 million per annum ongoing to support the Cyber Security unit and the delivery of cyber security partnerships with a wide range of Government organisations across Queensland
- \$12.7 million over 5 years from 2022–23 for the roll out of driver protection barriers on up to 600 buses to improve driver safety
- \$6 million in 2023–24 for the Transport Infrastructure Development Scheme (TIDS) to provide a 50 per cent boost to the Aboriginal and Torres Strait Islands TIDS funding component and to apply indexation of 2.5 per cent
- \$5 million in 2023–24 for the Zero Emission Bus Program Stage 1, to allow for more detailed investigations into financing strategy and options, ownership and operating models, fleet integration and depot strategy and \$40 million equity funding in 2023–24 to progress establishment of Zero Emission Bus depots
- in reducing cost of living pressures through reducing learner licence fees (from \$186.55 to \$75), driver licence, photo identification card and industry authority card fees to \$35 and removal of the late night surcharge and the Taxi Industry Security Levy, at an estimated reduction to revenue totalling \$71.4 million over the forward estimates and an estimated \$18.3 million per annum ongoing
- in joint funding commitments with the Australian Government and Brisbane City Council to address various rail level crossings across South East Queensland, such as the Beams Road (Carseldine and Fitzgibbon) rail level crossing upgrade and Boundary Road (Coopers Plains) rail level crossing upgrade. Additionally, the \$2.598 billion jointly funded with the Australian Government towards the Logan and Gold Coast Faster Rail (Kuraby to Beenleigh) project, includes rail level crossing removals.

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

Performance statement

Transport System Investment Planning and Programming

Objective

To develop and prioritise transport policy and investment to support economic and regional development and meet Queensland's long-term transport needs.

Description

Key planning and investment activities provided through this service area include: implementation of the Transport Coordination Plan which sets clear planning, management and investment criteria for the transport system in order to improve regional and economic development; implementation of Regional Transport Plans which outline shared directions for shaping regional transport systems over a 15 year horizon; and developing a schedule of priority/key road and transport infrastructure projects planned for delivery across the state over the next 4 year period in the Queensland Transport and Roads Investment Program.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Effectiveness measures			
Urban road system condition – the percentage of urban state-controlled roads with condition better than the specified benchmark	97–99%	98.66%	97–99%
Rural road system condition – the percentage of rural state-controlled roads with condition better than the specified benchmark	95–97%	96.41%	95–97%
Road ride quality – Traffic weighted roughness (percentage of the network in very poor/poor condition)	11.0–12.0%	10.76%	11.0–12.0%
Efficiency measure			
Administrative cost to plan and develop the Queensland Transport and Roads Investment Program (QTRIP) per \$1,000 of the overall value of the program	New measure	New measure	<\$10
Discontinued measure			
Administrative cost to plan, develop and manage the Queensland Transport and Roads Investment Program (QTRIP) as a percentage of the overall value of the program ^{1,2}	1.0%	0.3%	Discontinue measure

Notes:

1. This service standard has been discontinued and replaced with a more suitable and robust measure of efficiency for the service 'Transport System Investment Planning and Programming' that meets the requirements of the *Queensland Government Performance Management Framework Policy*. The new service standard is 'Administrative cost to plan and develop the Queensland Transport and Roads Investment Program (QTRIP) per \$1,000 of the overall value of the program'.
2. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual has been achieved by managing administration costs through efficiencies and savings.

Transport Infrastructure Management and Delivery

Objective

To maintain and operate an integrated transport network accessible to all.

Description

Manage and operate Queensland's state-controlled road network to maximise the efficiency, reliability and safety of transport infrastructure for customers. Key activities and services include: providing a common picture of the transport network, assets and transport intelligence to ensure safe management and operation of the transport infrastructure; maximising capacity and reliability of existing transport infrastructure; identifying and delivering value-for-money infrastructure programs and projects; identifying and relieving transport network bottlenecks; and improving transport network resilience in regional areas.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Service: Transport Infrastructure Management			
Effectiveness measures			
South East Queensland road network efficiency – Average travel time (minutes) per 10km:			
• AM peak	9.5 min	9.7 min	9.5 min
• Off peak	9.2 min	9.5 min	9.2 min
• PM peak	10.0 min	10.8 min	10.0 min
South East Queensland road network reliability – Percentage of the road network with reliable travel times:			
• AM peak	86%	85%	86%
• Off peak	90%	89%	90%
• PM peak	79%	77%	79%
South East Queensland road network productivity – Percentage of the road network with good productivity:			
• AM peak	75%	73%	75%
• Off peak	75%	73%	75%
• PM peak	71%	67%	71%
South East Queensland arterial intersection performance – Percentage of intersections congested less than 20 minutes per hour:			
• AM peak	87%	88%	87%
• Off peak	91%	90%	91%
• PM peak	81%	81%	81%
Efficiency measure			
Average cost per 100 vehicle kilometres travelled to operate state-controlled roads	\$0.09	\$0.09	\$0.09
Service: Transport Infrastructure Delivery			
Effectiveness measure			
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a contributing factor	0.05	0.06	0.05
Efficiency measure			
Administrative cost of delivering the Queensland Transport and Roads Investment Program (QTRIP) per \$1,000 of the QTRIP published budget	New measure	New measure	<\$51

Discontinued measure			
Administration costs of managing and delivering the QTRIP as a percentage of the current financial year QTRIP allocation ^{1,2}	<5.1%	1.9%	Discontinue measure

Notes:

1. This service standard has been discontinued and replaced with a more suitable and robust measure of efficiency for the service 'Transport Infrastructure Delivery' that meets the requirements of the *Queensland Government Performance Management Framework Policy*. The new service standard is 'Administrative cost of delivering the Queensland Transport and Roads Investment Program (QTRIP) per \$1,000 of the QTRIP published budget'.
2. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to an increase in program budget with relatively stable administrative costs being maintained.

Transport Safety and Regulation

Objective

To enhance the safety of the transport system through quality regulation, road and maritime safety programs.

Description

The regulatory and safety related activities undertaken in this service area include: implementing road safety initiatives encompassing education, community engagement, enforcement and new technologies; regulating driver licencing, vehicle registration and industry accreditations; managing the movement of vessels using Queensland's waterways as well as the Great Barrier Reef and Torres Strait; designing and constructing effective marine infrastructure; and maintaining effective maritime emergency preparedness, response, and recovery capability and capacity.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Effectiveness measures			
Fatalities per 100,000 population on state-controlled roads ¹	2.60	2.86	2.59
Road fatalities per 100,000 population ¹	4.30	5.18	4.28
Hospitalised road casualties per 100,000 population ¹	110	141.67	110
Marine fatalities per 100,000 registered vessels regulated in Queensland ²	4.70	5.43	4.70
Percentage of vessel movements without serious incidents:			
• Pilotage areas	100%	100%	100%
• Reef/TS area	100%	100%	100%
Efficiency measure			
Direct operational cost of Vessel Traffic Services per monitored vessel movement ^{3,4}	\$607	\$536	\$551

Notes:

1. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is based on a number of societal influences that can vary throughout the year resulting in changes in numbers of road crashes.
2. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual reflects the ongoing impact of an unexpected increase in the number of vessels registered during the COVID-19 pandemic. Fatalities caused by non-conformance to marine safety standards and regulations has outpaced the increase in registered vessels. Maritime Safety Queensland is continuing to review and progress policy, education, and compliance activities that reinforce safe boating behaviours.
3. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to increased vessel movements partially offset by increased salaries.
4. The 2023–24 Target/Estimate has been reduced to reflect the post-COVID-19 increase in shipping, including the recommencement of passenger shipping.

Customer Experience

Objective

To understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.

Description

This service area commits to ongoing engagement with customers to better understand their needs, expectations and behaviours regarding services including roads usage, maritime safety and information, licensing services, registration services, identity services and passenger transport services. Key customer experience activities include: providing flexible service options and delivery methods across multiple channels such as self-serve online 24/7; conducting regular customer research and insights to capture customer perspectives, motivations and expectations to guide the development of product and service delivery; and refreshing the Customer Value Proposition and Customer Charter.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Effectiveness measures			
Overall customer satisfaction with transactional services (on a scale of 1 to 10)	8.0	8.0	8.0
Customer experience ratings of passenger transport service by type (on a scale of 1 to 5):			
• South East Queensland bus	≥3.5	4.1	≥3.5
• South East Queensland rail	≥3.5	4.0	≥3.5
• South East Queensland ferry	≥3.5	4.5	≥3.5
• South East Queensland tram	≥3.5	4.3	≥3.5
• Regional urban bus	≥3.5	4.2	≥3.5
Customer service complaints in South East Queensland per 10,000 trips	<3.0	2.5	<3.0
Efficiency measures			
Average unit cost per transaction in a Customer Service Centre	\$22.80	\$21.68	\$22.55
Average cost per customer call enquiry – Translink Contact Centre ¹	\$6.39	\$6.72	\$6.50

Note:

1. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to a lower-than-expected call volume for the period, resulting in a higher average cost per customer call enquiry.

Passenger Transport Services

Objective

To connect Queensland through reliable and accessible passenger transport services.

Description

Key transport activities and services provided through this service area include: providing funding for fair access to public transport to deliver economic, social and community benefits; improving service integration, passenger information and ticketing products; supporting public transport patronage increases by maximising our service offering, extending the passenger transport network and delivering innovative ticketing products; and overseeing and funding the School Transport Assistance Scheme.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Effectiveness measures			
Patronage on government contracted services (millions):			
South East Queensland: ^{1,2}	149.18	152.83	170.54
• Bus	93.36	97.26	106.23
• Rail	43.04	41.26	48.45
• Tram	8.74	10.22	10.77
• Ferry	4.04	4.09	5.09
Rest of Queensland:	10.29	10.99	11.45
• Regional air ³	0.14	0.15	0.16
• Long distance bus	0.06	0.06	0.06
• Regional urban bus	7.80	8.20	8.5
• Traveltrain	0.27	0.27	0.33
• Regional ferry	2.02	2.31	2.4
Average on-time running performance in peak times – Citytrain	95.0%	95.0%	95.0%
Scheduled services delivered – Citytrain	99.5%	99.5%	99.5%
Efficiency measure			
Cost per passenger trip to administer statewide government contracted passenger transport services ⁴	\$20.36	\$19.73	\$18.70

Notes:

1. South East Queensland 2022–23 Estimated Actual patronage of 152.83 million is 3.65 million trips above the 2022–23 Target/Estimate of 149.18 million, as the network continues to recover from the impacts of COVID-19. Tram was the best performing mode, supported by strong tourism demand on the Gold Coast. The return to an uninterrupted school year assisted bus in achieving a higher than targeted result. Rail is the only mode which came in under target. Rail continues to recover, but the recovery in the groups of adult and tertiary has been slower than anticipated.
2. The 2023–24 Target/Estimate patronage for each transport mode has been increased as it is forecasted to be 17.71 million trips above the 2022–23 Estimated Actual for overall SEQ. The strong patronage recovery in 2022–23 is expected to continue into 2023–24, with all modes expected to recover and grow supported by increased population and economic growth.
3. The 2022–23 Target/Estimate published for regional air in the 2022–23 *Service Delivery Statements* of 0.12 million was subject to a calculation error and should be 0.14 million.
4. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to the South East Queensland and Rest of Queensland passenger transport network continuing to recover from the impacts of COVID-19. The 2023–24 Target/Estimate also reflects a forecasted recovery of patronage across the network.

Customer and Digital Services¹

Objective

To benefit Queenslanders and their businesses by delivering and improving government services and investing in a digitally enabled economy.

Description

The service area:

- delivers whole-of-government customer service and open data services, including developing and delivering innovative digitally enabled and integrated government services that are simpler and faster for the community to access online or through phone and counter channels
- facilitates a culture of information security accountability and improves the government's ability to prevent, detect and respond to cyber incidents
- manages large scale ICT contracts on behalf of government agencies
- supports the digital economy, improving connectivity and availability of online services
- provides simpler and faster pathways to deliver digital services for Queenslanders.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Effectiveness measures			
Percentage of customers satisfied with the services provided by Smart Service Queensland on behalf of government agencies	≥90%	94%	≥90%
Percentage of datasets available on data.qld.gov.au achieving a data usability rating of 3 out of 5 or higher	≥75%	76%	≥75%
Percentage of whole-of-government ICT spend awarded to small and medium enterprises (transactions over \$5,000)	25%	25%	25%
Efficiency measures			
Cost per customer interaction (phone, counter, SMS, online) provided by Smart Service Queensland ^{2,3}	\$1.00	\$0.64	\$1.00
Operating cost per \$1,000 of managed spend on ICT products and services	<\$10	\$9.90	≤\$10

Notes:

1. This service area was previously presented in the former Department of Communities, Housing and Digital Economy 2022–23 *Service Delivery Statements*.
2. The wording of this service standard has been amended to include SMS interactions from the 2022–23 *Service Delivery Statements*. The existing calculation methodology remains the same with the addition of SMS interactions now included, which more accurately reflects Smart Service Queensland's multi-channel operating environment.
3. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to the decreasing cost per customer interaction resulting from new lower cost channels, such as SMS, as well as significant growth in online interactions. Smart Service Queensland has also achieved economies of scale, realising efficiencies predominantly through existing platforms.

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 Transport and Main Roads	2022–23 Adjusted Budget ² \$'000	2022–23 Est. Actual ² \$'000	2023–24 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹	6,228,502	6,359,622	6,945,131
Other revenue	1,148,894	1,254,071	1,473,954
Total income	7,377,396	7,613,693	8,419,085
Expenses			
Transport System Investment Planning and Programming	177,319	181,907	204,342
Transport Infrastructure Management and Delivery	2,724,852	2,955,191	2,987,346
Transport Safety and Regulation	359,271	371,133	396,226
Customer Experience	277,724	309,953	318,946
Passenger Transport Services	3,766,794	3,724,101	4,025,604
Customer and Digital Services ²	290,996
Total expenses	7,305,960	7,542,285	8,223,460
Operating surplus/deficit	71,436	71,408	195,625
Net assets	83,150,700	94,448,965	97,110,671
ADMINISTERED			
Revenue			
Commonwealth revenue	450	450	..
Appropriation revenue	181,585	82,148	184,924
Other administered revenue	2,880,958	2,942,681	3,050,970
Total revenue	3,062,993	3,025,279	3,235,894
Expenses			
Transfers to government	2,880,958	2,942,681	3,050,970
Administered expenses	182,035	82,598	184,924
Total expenses	3,062,993	3,025,279	3,235,894
Net assets	110,925	123,513	123,513

Notes:

- Includes State and Australian Government funding.
- The 2022–23 Adjusted Budget and the 2022–23 Estimated Actual information disclosed is presented on a pre-machinery-of-government basis but has been adjusted for a previous machinery-of-government change effective December 2022.

Staffing

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

Service area ¹	2022–23 Budget ²	2022–23 Est. Actual ²	2023–24 Budget
Transport System Investment Planning and Programming	623	625	625
Transport Infrastructure Management and Delivery	2,358	2,361	2,412
Transport Safety and Regulation	658	664	723
Customer Experience	2,075	2,145	2,151
Passenger Transport Services	450	496	524
Customer and Digital Services ³	683
Total FTEs	6,164	6,291	7,118

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. The 2022–23 Adjusted Budget and the 2022–23 Estimated Actual information disclosed is presented on a pre-machinery-of-government basis but has been adjusted for a previous machinery-of-government change effective December 2022.
3. FTEs are subject to machinery-of-government finalisation.

Capital program

A key component of the Department of Transport and Main Roads' role involves major capital investment and infrastructure delivery. Highlights of the Department of Transport and Main Roads' capital program in 2023–24 include progressing delivery of major investments such as:

- \$4.869 billion Queensland Train Manufacturing Program
- the Queensland and Australian Government funded program to upgrade the Bruce Highway (2013–14 to 2027–28), including major projects such as:
 - \$1 billion Cooroy to Curra (Section D)
 - \$662.5 million Caboolture - Bribie Island Road to Steve Irwin Way upgrade
 - \$336 million Tiaro Bypass
- the Queensland and Australian Government funded upgrades on the M1 Pacific Motorway, including major projects such as:
 - \$1 billion towards Varsity Lakes (Exit 85) to Tugun (Exit 95) upgrade
 - \$750 million Eight Mile Plains to Daisy Hill upgrade
- \$2.163 billion Coomera Connector (Stage 1), Coomera to Nerang (jointly funded with the Australian Government)
- \$2.598 billion towards Logan and Gold Coast Faster Rail upgrade (jointly funded with the Australian Government)
- \$1.219 billion Gold Coast Light Rail (Stage 3) Broadbeach South to Burleigh Heads (jointly funded by the Australian Government, Queensland Government and City of Gold Coast).

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

	2022–23 Budget ¹ \$'000	2022–23 Est. Actual ¹ \$'000	2023–24 Budget \$'000
Capital purchases	\$4,519,888	\$5,118,003	\$4,150,579
Capital grants	\$501,877	\$536,082	\$553,078
Total capital outlays	\$5,021,765	\$5,654,085	\$4,703,657

Note:

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

Further information about the Department of Transport and Main Roads' capital outlays can be found in *Budget Paper 3: Capital Statement*. There may be variations between the capital program figure quoted across papers as payments across Queensland government agencies are excluded from *Budget Paper No. 3: Capital Statement* and may be included in the figure quoted above.

Budgeted financial statements

Departmental income statement

Controlled income statement

Total revenue is estimated to be \$8.419 billion in 2023–24, an increase of \$805.4 million from the 2022–23 Estimated Actual. The increase is primarily due to increased funding under the transport service contract with Queensland Rail for cost escalation, increase in the level of reimbursement from Queensland Reconstruction Authority for expenditure incurred for works related to natural disaster events, increase in fare revenue due to an anticipated uplift in patronage, and Estimated Actual for 2022–23 is presented on a pre-machinery-of-government basis.

Total expenses are estimated to be \$8.223 billion in 2023–24, an increase of \$681.2 million from the 2022–23 Estimated Actual. The increase is primarily due to increased expenditure under the transport service contract with Queensland Rail for cost escalation, increased depreciation for the additional investment in road infrastructure, increased employee expenses in line with enterprise bargaining agreements and estimated actuals for 2022–23 is presented on a pre-machinery-of-government basis.

Administered income statement

This statement records appropriation revenue received by the department for allocation to administered entities and revenue collected by the department on behalf of the government, for example, revenue from registration fees, traffic improvement fee and fines.

Total revenue in 2023–24 is estimated to be \$3.236 billion, an increase of \$210.6 million from the Estimated Actual in 2022–23. This increase is due to indexation of vehicle registration, growth in vehicle numbers, reprofiled funding for the Cross River Rail Delivery Authority and the Mount Isa to Townsville Rail Line, partially offset by the machinery-of-government change transferring fines and penalty debt administration to Queensland Revenue Office.

Expenditure matches revenue through payments to administered entities and payments of revenue collected on behalf of government into the Consolidated Fund.

Departmental balance sheet

The value of the department's assets in 2023–24 are estimated to total \$106.719 billion. This is primarily comprised of the value of transport infrastructure (\$85.262 billion) and land (\$6.343 billion). Over the next 3 years it is expected that the value of infrastructure assets will increase by 16.6 per cent due to continuing investment in the transport system and that the value of land will increase by 1.6 per cent due to acquisitions for future projects less any land sold that is surplus to requirements.

Total departmental liabilities in 2023–24 are estimated to be \$9.609 billion. This is mainly comprised of payables of \$842 million, finance lease liabilities of \$1.186 billion and service concession liabilities (relating to the grant of a right to the operator (GORTO) of \$6.923 billion. Total liabilities are anticipated to decrease over the next three years to \$8.976 billion. Payables are expected to remain at about the same level over the next 3 years while debt is expected to slightly increase to \$1.241 billion as service concession asset (relating to the non-grant of a right to the operator (non-GORTO)) acquisitions increase.

Controlled income statement

Department of Transport and Main Roads*	2022–23 Adjusted Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
INCOME			
Appropriation revenue	6,228,502	6,359,622	6,945,131
Taxes
User charges and fees	648,133	698,299	832,996
Royalties and land rents
Grants and other contributions	147,732	192,634	275,116
Interest and distributions from managed funds	1,295	1,704	2,131
Other revenue	349,234	358,934	361,211
Gains on sale/revaluation of assets	2,500	2,500	2,500
Total income	7,377,396	7,613,693	8,419,085
EXPENSES			
Employee expenses	611,749	533,497	661,344
Supplies and services	4,427,741	4,635,411	5,039,456
Grants and subsidies	777,369	811,912	858,972
Depreciation and amortisation	1,378,342	1,425,951	1,524,790
Finance/borrowing costs	75,668	97,858	100,029
Other expenses	29,349	31,914	33,127
Losses on sale/revaluation of assets	5,742	5,742	5,742
Total expenses	7,305,960	7,542,285	8,223,460
OPERATING SURPLUS/(DEFICIT)	71,436	71,408	195,625

* The 2022–23 Adjusted Budget and the 2022–23 Estimated Actual information disclosed is presented on a pre-machinery-of-government basis but has been adjusted for a previous machinery-of-government change effective December 2022.

Controlled balance sheet

Department of Transport and Main Roads*	2022–23 Adjusted Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CURRENT ASSETS			
Cash assets	56,838	227,030	134,636
Receivables	228,812	235,159	251,975
Other financial assets
Inventories	3,873	1,124	1,257
Other	99,614	110,366	45,345
Non-financial assets held for sale	4,514	2,824	2,824
Total current assets	393,651	576,503	436,037
NON-CURRENT ASSETS			
Receivables	3,229	22,273	22,273
Other financial assets	5,601	5,601	5,601
Property, plant and equipment	92,184,673	103,481,141	106,070,269
Intangibles	212,471	99,483	120,851
Other	91,594	65,966	64,210
Total non-current assets	92,497,568	103,674,464	106,283,204
TOTAL ASSETS	92,891,219	104,250,967	106,719,241
CURRENT LIABILITIES			
Payables	827,036	814,974	842,010
Accrued employee benefits	26,557	26,364	28,437
Interest bearing liabilities and derivatives	44,440	71,331	76,014
Provisions	200,678	234,298	189,644
Other	425,589	467,518	469,234
Total current liabilities	1,524,300	1,614,485	1,605,339
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	1,134,616	1,134,669	1,189,041
Provisions	158,469	129,714	123,236
Other	6,923,134	6,923,134	6,690,954
Total non-current liabilities	8,216,219	8,187,517	8,003,231
TOTAL LIABILITIES	9,740,519	9,802,002	9,608,570
NET ASSETS/(LIABILITIES)	83,150,700	94,448,965	97,110,671
EQUITY			
TOTAL EQUITY	83,150,700	94,448,965	97,110,671

* The 2022–23 Adjusted Budget and the 2022–23 Estimated Actual information disclosed is presented on a pre-machinery-of-government basis but has been adjusted for a previous machinery-of-government change effective December 2022.

Controlled cash flow statement

Department of Transport and Main Roads*	2022–23 Adjusted Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	6,228,502	6,361,615	6,945,131
User charges and fees	712,470	763,156	895,615
Royalties and land rent receipts
Grants and other contributions	145,617	141,545	273,496
Interest and distribution from managed funds received	1,295	1,704	2,131
Taxes
Other	837,504	908,999	911,276
Outflows:			
Employee costs	(611,646)	(533,394)	(661,241)
Supplies and services	(5,140,902)	(5,410,432)	(5,813,468)
Grants and subsidies	(777,369)	(802,354)	(834,161)
Borrowing costs	(75,668)	(93,569)	(95,999)
Other	(95,011)	(98,096)	(99,309)
Net cash provided by or used in operating activities	1,224,792	1,239,174	1,523,471
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	20,000	20,000	20,000
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(4,458,679)	(4,945,123)	(3,877,695)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(4,438,679)	(4,925,123)	(3,857,695)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings	(17,165)
Equity injections	4,280,532	5,098,959	3,792,942
Outflows:			
Borrowing redemptions	(40,275)	(205,562)	(228,573)
Finance lease payments
Equity withdrawals	(1,199,288)	(1,238,433)	(1,320,706)
Net cash provided by or used in financing activities	3,040,969	3,654,964	2,226,498
Net increase/(decrease) in cash held	(172,918)	(30,985)	(107,726)
Cash at the beginning of financial year	229,756	258,015	227,030
Cash transfers from restructure	15,332
Cash at the end of financial year	56,838	227,030	134,636

* The 2022–23 Adjusted Budget and the 2022–23 Estimated Actual information disclosed is presented on a pre-machinery-of-government basis but has been adjusted for a previous machinery-of-government change effective December 2022.

Administered income statement

Department of Transport and Main Roads*	2022–23 Adjusted Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
INCOME			
Appropriation revenue	182,035	82,598	184,924
Taxes
User charges and fees	2,839,030	2,900,402	3,040,519
Royalties and land rents
Grants and other contributions
Interest and distributions from managed funds	50	50	50
Other revenue	41,878	42,229	10,401
Gains on sale/revaluation of assets
Total income	3,062,993	3,025,279	3,235,894
EXPENSES			
Employee expenses
Supplies and services	7,553
Grants and subsidies	182,035	82,598	177,371
Depreciation and amortisation
Finance/borrowing costs
Other expenses
Losses on sale/revaluation of assets
Transfers of Administered Revenue to Government	2,880,958	2,942,681	3,050,970
Total expenses	3,062,993	3,025,279	3,235,894
OPERATING SURPLUS/(DEFICIT)

* The 2022–23 Adjusted Budget and the 2022–23 Estimated Actual information disclosed is presented on a pre-machinery-of-government basis but has been adjusted for a previous machinery-of-government change effective December 2022.

Administered balance sheet

Department of Transport and Main Roads*	2022–23 Adjusted Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CURRENT ASSETS			
Cash assets	21,516	19,941	20,032
Receivables	207,650	220,684	298,312
Other financial assets
Inventories
Other
Non-financial assets held for sale
Total current assets	229,166	240,625	318,344
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	110,692	123,279	123,279
Intangibles
Other
Total non-current assets	110,692	123,279	123,279
TOTAL ASSETS	339,858	363,904	441,623
CURRENT LIABILITIES			
Payables	202,968	206,609	284,144
Transfers to Government payable	19,650	27,599	27,719
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other	6,315	6,183	6,247
Total current liabilities	228,933	240,391	318,110
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	228,933	240,391	318,110
NET ASSETS/(LIABILITIES)	110,925	123,513	123,513
EQUITY			
TOTAL EQUITY	110,925	123,513	123,513

* The 2022–23 Adjusted Budget and the 2022–23 Estimated Actual information disclosed is presented on a pre-machinery-of-government basis but has been adjusted for a previous machinery-of-government change effective December 2022.

Administered cash flow statement

Department of Transport and Main Roads*	2022–23 Adjusted Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	111,437	11,593	107,397
User charges and fees	2,841,493	2,902,865	3,042,982
Royalties and land rent receipts
Grants and other contributions
Interest and distribution from managed funds received	50	50	50
Taxes
Other	41,858	42,209	10,381
Outflows:			
Employee costs
Supplies and services	20	20	(7,533)
Grants and subsidies	(111,437)	(11,593)	(99,844)
Borrowing costs
Other	(2,492)	(2,492)	(2,492)
Transfers to Government	(2,880,838)	(2,942,561)	(3,050,850)
Net cash provided by or used in operating activities	91	91	91
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	1,116,746	870,746	630,999
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals	(1,116,746)	(870,746)	(630,999)
Net cash provided by or used in financing activities
Net increase/(decrease) in cash held	91	91	91
Cash at the beginning of financial year	21,425	19,850	19,941
Cash transfers from restructure
Cash at the end of financial year	21,516	19,941	20,032

* The 2022–23 Adjusted Budget and the 2022–23 Estimated Actual information disclosed is presented on a pre-machinery-of-government basis but has been adjusted for a previous machinery-of-government change effective December 2022.

Reporting Entity Financial Statements

Reporting Entity comprises:

- Department of Transport and Main Roads (excluding Administered)
- Queensland Shared Services
- Corporate Administration Agency
- RoadTek
- CITEC

Reporting entity income statement

Department of Transport and Main Roads*	2022–23 Adjusted Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
INCOME			
Appropriation revenue	6,228,502	6,359,622	6,945,131
Taxes
User charges and fees	643,569	706,900	1,060,796
Royalties and land rents
Grants and other contributions	147,732	192,634	275,197
Interest and distributions from managed funds	90	90	92
Other revenue	329,708	337,800	354,827
Gains on sale/revaluation of assets	4,727	4,000	4,227
Total income	7,354,328	7,601,046	8,640,270
EXPENSES			
Employee expenses	775,290	702,110	970,851
Supplies and services	4,219,066	4,432,332	4,906,787
Grants and subsidies	777,369	811,913	858,972
Depreciation and amortisation	1,388,878	1,437,069	1,549,663
Finance/borrowing costs	75,656	97,308	99,572
Other expenses	30,343	33,548	36,663
Losses on sale/revaluation of assets	5,943	5,921	5,946
Total expenses	7,272,545	7,520,201	8,428,454
Income tax expense/revenue	8,598	8,571	8,921
OPERATING SURPLUS/(DEFICIT)	73,185	72,274	202,895

* The 2022–23 Adjusted Budget and the 2022–23 Estimated Actual information disclosed is presented on a pre-machinery-of-government basis but has been adjusted for a previous machinery-of-government change effective December 2022.

Reporting entity balance sheet

Department of Transport and Main Roads*	2022–23 Adjusted Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CURRENT ASSETS			
Cash assets	87,797	228,165	213,395
Receivables	172,141	232,400	281,053
Other financial assets
Inventories	17,210	3,389	3,986
Other	100,883	111,525	53,337
Non-financial assets held for sale	4,514	2,824	2,824
Total current assets	382,545	578,303	554,595
NON-CURRENT ASSETS			
Receivables	3,229	3,273	3,273
Other financial assets	5,601	5,601	5,601
Property, plant and equipment	92,262,535	103,558,491	106,169,086
Deferred tax assets	3,081	2,910	2,525
Intangibles	212,471	99,483	124,154
Other	91,594	65,966	65,076
Total non-current assets	92,578,511	103,735,724	106,369,715
TOTAL ASSETS	92,961,056	104,314,027	106,924,310
CURRENT LIABILITIES			
Payables	703,468	689,824	744,296
Current tax liabilities	(2,632)	(2,127)	(2,854)
Accrued employee benefits	31,441	31,962	37,495
Interest bearing liabilities and derivatives	44,446	71,337	79,347
Provisions	200,678	234,298	189,644
Other	425,589	467,518	471,501
Total current liabilities	1,402,990	1,492,812	1,519,429
NON-CURRENT LIABILITIES			
Payables
Deferred tax liabilities	5
Accrued employee benefits
Interest bearing liabilities and derivatives	1,134,616	1,134,669	1,192,339
Provisions	158,469	129,714	123,236
Other	6,923,134	6,923,134	6,691,157
Total non-current liabilities	8,216,219	8,187,517	8,006,737
TOTAL LIABILITIES	9,619,209	9,680,329	9,526,166
NET ASSETS/(LIABILITIES)	83,341,847	94,633,698	97,398,144
EQUITY			
TOTAL EQUITY	83,341,847	94,633,698	97,398,144

* The 2022–23 Adjusted Budget and the 2022–23 Estimated Actual information disclosed is presented on a pre-machinery-of-government basis but has been adjusted for a previous machinery-of-government change effective December 2022.

Reporting entity cash flow statement

Department of Transport and Main Roads*	2022–23 Adjusted Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
Appropriation receipts	6,228,502	6,361,615	6,945,131
User charges and fees	722,052	787,954	1,159,056
Royalties and land rent receipts
Grants and other contributions	145,617	141,545	273,577
Interest and distribution from managed funds received	90	90	92
Taxes
Other	847,978	917,865	948,340
Outflows:			
Employee costs	(775,187)	(702,007)	(970,734)
Supplies and services	(4,969,627)	(5,231,753)	(5,724,731)
Grants and subsidies	(777,369)	(802,355)	(834,161)
Borrowing costs	(75,656)	(93,019)	(95,542)
Taxation equivalents paid	(8,982)	(9,011)	(9,263)
Other	(96,005)	(99,730)	(130,119)
Net cash provided by or used in operating activities	1,241,413	1,271,194	1,561,646
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	23,977	21,397	27,577
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(4,477,769)	(4,964,213)	(3,905,085)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(4,453,792)	(4,942,816)	(3,877,508)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings	(17,165)
Equity injections	4,280,532	5,098,959	3,792,942
Outflows:			
Borrowing redemptions	(40,275)	(205,562)	(228,573)
Finance lease payments	(9,180)
Equity withdrawals	(1,199,288)	(1,238,433)	(1,320,706)
Dividends paid
Net cash provided by or used in financing activities	3,040,969	3,654,964	2,217,318
Net increase/(decrease) in cash held	(171,410)	(16,658)	(98,544)
Cash at the beginning of financial year	259,207	244,823	296,607
Cash transfers from restructure	15,332
Cash at the end of financial year	87,797	228,165	213,395

* The 2022–23 Adjusted Budget and the 2022–23 Estimated Actual information disclosed is presented on a pre-machinery-of-government basis but has been adjusted for a previous machinery-of-government change effective December 2022.

Shared service providers

Queensland Shared Services

Overview

Queensland Shared Services' vision is to be a trusted, valued, and responsive shared services partner. Our purpose is to provide effective corporate services that support Queensland Government entities.

Contribution to the government's objectives for the community

The agency 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.

Agency service area

The service area within Queensland Shared Services aligns with the following agency objective:

Agency's objective	Agency's service area
Economic contribution: A thriving digital economy to benefit Queenslanders.	Queensland Shared Services Provide effective corporate services that support Queensland Government entities.

Key deliverables

In 2023–24, Queensland Shared Services will:

- continue to progress modernisation of core technology solutions to support agency payroll and financial services
- continue to improve the employee and end-user experience by optimising service management tools and processes
- process more than 1.2 million pays and \$18 billion in financial payments on behalf of partner agencies.

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

Performance statement

Queensland Shared Services

Objective

Provide effective corporate services that support Queensland Government entities.

Description

Queensland Shared Services provides a range of corporate services for finance, human resource management and supporting technology functions to government departments and statutory bodies.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Service: Transactional and advisory human resource services			
Effectiveness measure			
Overall customer satisfaction with Human Resources Services	80%	83%	80%
Efficiency measure			
Number of pays processed per FTE per fortnight ¹	345	373	360
Service: Transactional and advisory finance services			
Effectiveness measure			
Overall customer satisfaction with Finance Services ²	80%	85%	80%
Efficiency measure			
Number of accounts payable transactions process per FTE per annum ³	13,500	17,992	14,500

Notes:

1. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is due to productivity efficiencies. The 2023–24 Target/Estimate for this service standard has been increased to reflect efficiencies.
2. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is due to a continued customer service focus on delivering quality and timely services.
3. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is due to an increase in process automation volumes. The 2023–24 Target/Estimate for this service standard has been increased to reflect efficiencies.

Budget summary

Staffing

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

Service area	2022–23 Budget	2022–23 Est. Actual	2023–24 Budget
Queensland Shared Services ^{1,2,3}	816	783	761

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. Variance between 2022–23 Estimated Actual and 2022–23 Budget is primarily due to a contribution to the whole-of-government pool of unallocated FTE positions.
3. FTEs are subject to machinery-of-government finalisation.

Financial Statements

Income statement

Total revenues are estimated to be \$144.9 million in 2023–24 and is comparable to the 2022–23 Estimated Actual.

Total expenses are estimated to be \$144.9 million in 2023–24, an increase of \$6.1 million from the 2022–23 Estimated Actual. The increase is mainly due to consumer price index increases for supplies and services and the delivery of the SAP Finance infrastructure investment.

Balance sheet

Queensland Shared Services is projecting a net asset position of \$57.0 million at the end of the 2023–24 financial year. The major asset is cash of \$46.1 million which mainly includes working capital and investment funds for business and digital improvement projects and initiatives.

Income statement

Queensland Shared Services	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
INCOME			
User charges and fees	142,127	143,752	144,838
Grants and other contributions
Interest and distributions from managed funds
Other revenue	103	103	103
Gains on sale/revaluation of assets
Total income	142,230	143,855	144,941
EXPENSES			
Employee expenses	79,016	77,990	81,005
Supplies and services	60,230	57,879	61,450
Grants and subsidies
Depreciation and amortisation	2,096	2,098	1,616
Finance/borrowing costs	1	1	..
Other expenses	887	887	870
Losses on sale/revaluation of assets
Total expenses	142,230	138,855	144,941
OPERATING SURPLUS/(DEFICIT)	..	5,000	..

Balance sheet

Queensland Shared Services	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CURRENT ASSETS			
Cash assets	35,931	44,634	46,092
Receivables	10,170	14,092	14,279
Other financial assets
Inventories
Other	1,909	1,623	1,676
Non-financial assets held for sale
Total current assets	48,010	60,349	62,047
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	346	254	307
Intangibles	5,008	4,221	2,852
Other	17	17	17
Total non-current assets	5,371	4,492	3,176
TOTAL ASSETS	53,381	64,841	65,223
CURRENT LIABILITIES			
Payables	5,806	6,028	6,335
Accrued employee benefits	1,906	1,837	1,912
Interest bearing liabilities and derivatives
Provisions
Other	610
Total current liabilities	8,322	7,865	8,247
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	8,322	7,865	8,247
NET ASSETS/(LIABILITIES)	45,059	56,976	56,976
EQUITY			
TOTAL EQUITY	45,059	56,976	56,976

Cash flow statement

Queensland Shared Services	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	156,422	158,354	159,304
Grants and other contributions
Interest and distribution from managed funds received
Other	6,222	6,873	6,145
Outflows:			
Employee costs	(78,782)	(78,548)	(80,996)
Supplies and services	(66,398)	(62,567)	(67,350)
Grants and subsidies
Borrowing costs	(1)	(1)	..
Other	(15,132)	(15,217)	(15,345)
Net cash provided by or used in operating activities	2,331	8,894	1,758
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(1,000)	(500)	(300)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(1,000)	(500)	(300)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments	(50)	(49)	..
Equity withdrawals
Net cash provided by or used in financing activities	(50)	(49)	..
Net increase/(decrease) in cash held	1,281	8,345	1,458
Cash at the beginning of financial year	34,650	36,289	44,634
Cash transfers from restructure
Cash at the end of financial year	35,931	44,634	46,092

Corporate Administration Agency

Overview

The Corporate Administration Agency's (CAA) vision is to be a collaborative organisation that is agile and enabled by technology and relationships. Our purpose is to assist customers in the achievement of business goals by providing value for money and effective services.

Contribution to the government's objectives for the community

The agency 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.

Agency service area

The service area within the Corporate Administration Agency aligns with the following agency objective:

Agency's objective	Agency's service area
Economic contribution: A thriving digital economy to benefit Queenslanders.	Corporate Administration Agency Provide effective corporate services that support Queensland Government entities primarily statutory bodies.

Key deliverables

In 2023–24, CAA will:

- provide value for money to customers through responsible fiscal and resource management
- focus on automation and self-service through investment in technologies
- grow services and relationships to meet future demands and position itself to be even more relevant to customers
- continue to embrace an agile working environment to deliver better outcomes with appropriate privacy, security and record keeping controls.

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

Performance statement

Corporate Administration Agency

Objective

To provide effective corporate services that support Queensland Government entities primarily statutory bodies.

Description

The Corporate Administration Agency (CAA) business model enables the agency to provide a range of corporate services and access to expertise for government agencies that would typically have limited resources for non-core operations. CAA services cover human resources, financial and information management services.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Effectiveness measures			
Overall customer satisfaction with CAA Services ¹	90%	85%	90%
Overall customers consider CAA services are value for money	95%	100%	95%
CAA Electronic Document and Records Management System and Human Resource Information System availability during business hours	New measure	New measure	99%
Efficiency measures			
CAA operating surplus/(deficit) ²	±2%	-3%	±2%
Cost per pay for salary-based employees ³	≤\$15.82	\$15.52	≤\$16.45

Notes:

1. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is largely due to a decrease in satisfaction in some CAA service lines; attributable to greater than forecast demands in these areas and key staff turnover within both CAA and customers.
2. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is due to unforeseen delays in forecasted projects being completed which is attributed to greater than forecast demands on business-as-usual services.
3. The 2023–24 Target Estimate for cost per pay is forecasted to increase due to salary and consumer price index costs.

Budget summary

Staffing

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

Service area	2022–23 Budget	2022–23 Est. Actual	2023–24 Budget
Corporate Administration Agency ^{1,2}	79	79	77

Notes:

- 1. Corporate FTEs are allocated across the service to which they relate.
- 2. FTEs are subject to machinery-of-government finalisation.

Financial Statements

Income statement

Total revenues are estimated to be \$12.9 million in 2023–24, an increase of \$1 million from the 2022–23 Estimated Actual due to increased customer revenue required to cover cost increases, being mainly due to enterprise bargaining increases.

Total expenses are estimated to be \$12.9 million in 2023–24, an increase of \$830,000 from the 2022–23 Estimated Actual due to higher employee expenses mainly due to enterprise bargaining increases.

Balance sheet

Corporate Administration Agency is projecting a net asset position of \$4.5 million at the end of the 2023–24 financial year. The major asset is cash of \$4 million which mainly consists of working capital and retained earnings.

Income statement

Corporate Administration Agency	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
INCOME			
User charges and fees	11,874	11,772	12,802
Grants and other contributions	81	81	81
Interest and distributions from managed funds
Other revenue
Gains on sale/revaluation of assets
Total income	11,955	11,853	12,883
EXPENSES			
Employee expenses	9,162	9,305	9,527
Supplies and services	2,562	2,533	3,133
Grants and subsidies
Depreciation and amortisation
Finance/borrowing costs
Other expenses	231	215	223
Losses on sale/revaluation of assets
Total expenses	11,955	12,053	12,883
OPERATING SURPLUS/(DEFICIT)	..	(200)	..

Balance sheet

Corporate Administration Agency	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CURRENT ASSETS			
Cash assets	4,235	3,873	3,975
Receivables	829	843	823
Other financial assets
Inventories
Other	608	684	684
Non-financial assets held for sale
Total current assets	5,672	5,400	5,482
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment
Intangibles
Other
Total non-current assets
TOTAL ASSETS	5,672	5,400	5,482
CURRENT LIABILITIES			
Payables	259	387	469
Accrued employee benefits	463	235	235
Interest bearing liabilities and derivatives
Provisions
Other	262	304	304
Total current liabilities	984	926	1,008
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	984	926	1,008
NET ASSETS/(LIABILITIES)	4,688	4,474	4,474
EQUITY			
TOTAL EQUITY	4,688	4,474	4,474

Cash flow statement

Corporate Administration Agency	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	11,752	11,602	12,632
Grants and other contributions	81	81	81
Interest and distribution from managed funds received
Other	745	745	745
Outflows:			
Employee costs	(9,162)	(9,305)	(9,527)
Supplies and services	(3,083)	(3,006)	(3,606)
Grants and subsidies
Borrowing costs
Other	(231)	(215)	(223)
Net cash provided by or used in operating activities	102	(98)	102
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	102	(98)	102
Cash at the beginning of financial year	4,133	3,971	3,873
Cash transfers from restructure
Cash at the end of financial year	4,235	3,873	3,975

Commercialised business units

RoadTek

Overview

RoadTek works towards its vision and purpose of creating a single integrated transport network accessible to everyone.

Contribution to the government's objectives for the community

The agency 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.

Agency service area

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

Agency's objectives	Agency's service area
<p>Accessible and integrated: A transport system that is accessible and connects customers and communities.</p> <p>Safe and secure: A transport system that is safe and secure for customers and goods.</p> <p>Responsive: A transport system that is responsive and resilient to the changing environment.</p> <p>Efficient and productive: A transport system that is a key enabler of economic activity.</p> <p>Sustainable: A transport system that contributes to environmental, economic and social sustainability.</p>	<p>Transport Infrastructure Construction and Maintenance</p> <p>To provide transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Queensland Government priorities, with a focus on best value outcomes for our customers, stakeholders and the community.</p>

Key deliverables

In 2023–24, RoadTek will:

- continue to deliver transport infrastructure projects and services across the state, including completing repair and response activities following incidents and accidents on the network
- work with other state agencies and local governments to support the delivery of their infrastructure programs, such as the Department of Environment and Science, and Department of State Development, Infrastructure, Local Government and Planning
- establish the Strategic Program Office and Delivery Program Office to facilitate governance of RoadTek's business systems, and program and project performance to enhance RoadTek's delivery of the department's transport infrastructure program
- continue to onboard trainees, apprentices and graduates across RoadTek to support jobs creation and building the workforce for the future.

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

Performance statement

Transport Infrastructure Construction and Maintenance

Objective

To provide transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Queensland Government priorities, with a focus on best value outcomes for our customers, stakeholders and the community.

Description

To deliver community and stakeholder outcomes by providing end-to-end management of transport solutions through integrated business streams, including civil construction and maintenance, structures, electrical, intelligent transport systems and line marking, supported by an internal construction plant fleet.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Effectiveness measure			
Customers' and stakeholders' overall value of RoadTek (on a scale of 1 to 5)	>4	4.40	>4
Efficiency measures			
Long term debt / equity ¹	9.9%	10.4%	10.1%
Long term debt / total assets ²	7.2%	7.6%	7.2%
Return on equity ³	10.5%	9.5%	10.7%
Return on revenue (after tax) ³	2.5%	2.1%	2.4%
Profit margin (earnings before income tax / user charges) ³	3.5%	3.0%	3.5%

Notes:

1. Long term debt remains stable while equity position has fluctuated due to slightly lower than expected trading results and dividend payment due to rising input costs with an on-budget performance expected in 2023–24.
2. Long term debt remains stable while asset position has fluctuated due to dividend payment impacting cash position and a slightly lower than expected trading result due to rising input costs with an on-budget performance expected in 2023–24.
3. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to a slightly lower than expected trading result due to rising input costs with an on-budget performance expected in 2023–24.

Budget summary

Staffing

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

Service area	2022–23 Budget	2022–23 Est. Actual	2023–24 Budget
Transport Infrastructure Construction and Maintenance	1,290	1,290	1,290

Capital program

RoadTek's capital program for 2023–24 of \$26.0 million is predominantly comprised of construction plant and equipment. RoadTek has an active replacement program for construction plant and equipment ensuring reliable and safe equipment used for the program of works by Operations Centres around the state.

	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
Capital purchases	19,000	19,000	26,000
Capital grants
Total capital outlays	19,000	19,000	26,000

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

Financial statements

Income statement

Total revenue for 2023–24 is estimated to increase to \$844.3 million, a marginal increase to the forecast position for 2022–23. RoadTek is ready, prepared and available for disaster management and recovery as demonstrated through its capacity to successfully manage numerous events over past years. Included in revenue predictions is a likelihood of further recovery rehabilitation for flood damaged roads after another wet summer in various locations around Queensland. RoadTek continues to maintain a small positive return on revenue which assists in enabling the renewal program for construction plant and equipment.

Balance sheet

The value of RoadTek's assets in 2023–24 is estimated to total \$267.2 million. This is primarily made up of receivables, work in progress and construction plant and equipment (with a book value in excess of \$75 million) used by RoadTek Operations Centres around the state. The RoadTek Balance Sheet position is expected to improve incrementally over coming years with a continuing priority to maintain reliable construction plant and equipment to the business. RoadTek's liabilities of \$77.6 million mainly include payables which are expected to remain in line with asset growth over the forward estimates.

Income statement

RoadTek	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
INCOME			
User charges and fees	813,943	813,999	840,452
Grants and other contributions
Interest and distributions from managed funds	12	550	712
Other revenue	1,394	1,527	1,421
Gains on sale/revaluation of assets	2,227	1,500	1,727
Total income	817,576	817,576	844,312
EXPENSES			
Employee expenses	163,541	168,613	176,269
Supplies and services	609,832	602,319	619,075
Grants and subsidies	..	1	..
Depreciation and amortisation	10,536	11,118	11,799
Finance/borrowing costs	1,205	1,614	2,039
Other expenses	3,597	5,157	5,187
Losses on sale/revaluation of assets	201	179	204
Total expenses	788,912	789,001	814,573
Income tax expense/revenue	8,598	8,571	8,921
OPERATING SURPLUS/(DEFICIT)	20,066	20,004	20,818

Balance sheet

RoadTek	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CURRENT ASSETS			
Cash assets	30,959	1,135	5,297
Receivables	62,643	73,336	74,461
Other financial assets
Inventories	87,440	97,774	98,238
Other	1,269	1,159	1,159
Non-financial assets held for sale
Total current assets	182,311	173,404	179,155
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	77,862	77,350	85,497
Deferred tax assets	3,081	2,910	2,525
Intangibles
Other
Total non-current assets	80,943	80,260	88,022
TOTAL ASSETS	263,254	253,664	267,177
CURRENT LIABILITIES			
Payables	50,849	46,454	55,879
Current tax liabilities	(2,632)	(2,127)	(2,854)
Accrued employee benefits	4,884	5,598	5,598
Interest bearing liabilities and derivatives	19,006	6	6
Provisions
Other
Total current liabilities	72,107	49,931	58,629
NON-CURRENT LIABILITIES			
Payables
Deferred tax liabilities
Accrued employee benefits
Interest bearing liabilities and derivatives	..	19,000	19,000
Provisions
Other
Total non-current liabilities	..	19,000	19,000
TOTAL LIABILITIES	72,107	68,931	77,629
NET ASSETS/(LIABILITIES)	191,147	184,733	189,548
EQUITY			
TOTAL EQUITY	191,147	184,733	189,548

Cash flow statement

RoadTek	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	827,999	830,106	848,863
Grants and other contributions
Interest and distribution from managed funds received	12	550	712
Other	31,394	31,527	31,421
Outflows:			
Employee costs	(163,541)	(168,613)	(176,269)
Supplies and services	(647,232)	(626,719)	(649,650)
Grants and subsidies	..	(1)	..
Borrowing costs	(1,205)	(1,614)	(2,039)
Taxation equivalents paid	(8,982)	(9,011)	(9,263)
Other	(3,597)	(5,157)	(5,187)
Net cash provided by or used in operating activities	34,848	51,068	38,588
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets	3,977	1,397	7,577
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(19,000)	(19,000)	(26,000)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(15,023)	(17,603)	(18,423)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Dividends paid	(18,317)	(19,138)	(16,003)
Net cash provided by or used in financing activities	(18,317)	(19,138)	(16,003)
Net increase/(decrease) in cash held	1,508	14,327	4,162
Cash at the beginning of financial year	29,451	(13,192)	1,135
Cash transfers from restructure
Cash at the end of financial year	30,959	1,135	5,297

CITEC

Overview

CITEC's vision is to be the trusted provider of whole-of-government digital platforms and technology, enabling a connected government. Our purpose is to provide reliable, trusted, and leading digital platforms and technology that unify government and enable agencies to deliver high quality services to Queenslanders.

Contribution to the government's objectives for the community

The agency 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.

Agency service area

The service area within CITEC aligns with the following agency objective:

Agency's objective	Agency's service area
Economic contribution: A thriving digital economy to benefit Queenslanders.	CITEC To provide whole-of-government and commercial information and technology solutions that support the delivery of frontline services to Queensland communities and businesses.

Key deliverables

In 2023–24, CITEC will:

- complete the relocation of government-owned data centre services from 317 Edward Street to the 'as-a-service' data centre to ensure CITEC continues to deliver trusted and reliable data centre services
- continue to enhance the whole-of-government Cyber Defence Centre to mature cyber threat intelligence and security operations services
- continue to progress modernisation of core technology solutions and services to support digital transformation for Queensland Government.

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

Performance statement

CITEC

Objective

To provide whole-of-government and commercial information and technology solutions that support the delivery of frontline services to Queensland communities and businesses.

Description

CITEC delivers consolidated, core ICT infrastructure services for the Queensland Government, covering data centre, network, storage, data protection, and ICT platform and solution integration services. CITEC also delivers information solutions to customers in business and the community Australia-wide on a fully commercial basis.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Service: CITEC ICT			
Effectiveness measures			
CITEC ICT overall customer satisfaction ¹	>75%	90%	>75%
CITEC ICT service availability	99.9%	99.99%	99.9%
Efficiency measure			
CITEC ICT earnings before interest and tax less depreciation and amortisation (EBITDA) ²	\$15.009M	\$20.6M	\$14.0M
Service: CITEC Information Brokerage (IB)			
Effectiveness measure			
CITEC IB overall customer satisfaction ¹	>80%	88%	>80%
Efficiency measure			
CITEC IB earnings before interest and tax less depreciation and amortisation (EBITDA) ³	\$16,000	(\$1.70M)	\$174,000

Notes:

1. The positive variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to CITEC's ongoing commitment to service excellence and strategic focus on positive engagements and partnerships.
2. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is due to higher than budgeted revenue resulting from increased usage of CITEC services and the addition of new customers, as well as lower than budgeted expenses. The 2023–24 Target/Estimate has not been increased in line with the Estimated Actual due to predicted client exit and proposed service price reductions.
3. The variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual is due to several factors including reduced revenue combined with an increase in expenditure associated with the replacement of a key legacy financial system.

Budget summary

Staffing

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

Service area	2022–23 Budget	2022–23 Est. Actual	2023–24 Budget
CITEC ^{1,2}	326	326	318

Notes:

1. Corporate FTEs are allocated across the service to which they relate.
2. FTEs are subject to machinery-of-government finalisation.

Capital program

CITEC has a capital program of \$1.4 million in 2023–24.

	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
Capital purchases	14,769	9,018	1,440
Capital grants
Total capital outlays	14,769	9,018	1,440

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

Financial statements

Income statement

Total revenues are estimated to be \$156.7 million in 2023–24, a decrease of \$656,000 from the 2022–23 Estimated Actual which reflects budgeted customer commitments in 2023–24.

Total expenses are estimated to be \$154.3 million in 2023–24, an increase of \$2.1 million from the 2022–23 Estimated Actual mainly due to Supplies and Services cost increases across CITEC.

Balance sheet

CITEC is projecting a net asset position of \$36.5 million at the end of the 2023–24 financial year which mainly consists of cash, net receivables, and property, plant and equipment.

Income statement

CITEC	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
INCOME			
User charges and fees	138,166	151,287	145,082
Grants and other contributions
Interest and distributions from managed funds
Other revenue	6,683	6,079	11,628
Gains on sale/revaluation of assets
Total income	144,849	157,366	156,710
EXPENSES			
Employee expenses	43,359	41,146	42,706
Supplies and services	85,963	96,500	99,047
Grants and subsidies
Depreciation and amortisation	17,974	13,495	11,458
Finance/borrowing costs	301	235	255
Other expenses	827	806	789
Losses on sale/revaluation of assets
Total expenses	148,424	152,182	154,255
Income tax expense/revenue
OPERATING SURPLUS/(DEFICIT)	(3,575)	5,184	2,455

Balance sheet

CITEC	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CURRENT ASSETS			
Cash assets	9,109	19,935	23,395
Receivables	15,542	15,324	15,700
Other financial assets
Inventories
Other	4,479	4,466	4,473
Non-financial assets held for sale
Total current assets	29,130	39,725	43,568
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	24,558	22,225	13,013
Deferred tax assets
Intangibles	363	592	451
Other	853	849	849
Total non-current assets	25,774	23,666	14,313
TOTAL ASSETS	54,904	63,391	57,881
CURRENT LIABILITIES			
Payables	11,456	11,236	11,297
Current tax liabilities
Accrued employee benefits	1,311	1,308	1,313
Interest bearing liabilities and derivatives	10,881	8,919	3,327
Provisions
Other	1,914	1,919	1,963
Total current liabilities	25,562	23,382	17,900
NON-CURRENT LIABILITIES			
Payables
Deferred tax liabilities	163	5	5
Accrued employee benefits
Interest bearing liabilities and derivatives	8,414	5,781	3,298
Provisions
Other	395	203	203
Total non-current liabilities	8,972	5,989	3,506
TOTAL LIABILITIES	34,534	29,371	21,406
NET ASSETS/(LIABILITIES)	20,370	34,020	36,475
EQUITY			
TOTAL EQUITY	20,370	34,020	36,475

Cash flow statement

CITEC	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	149,539	164,160	157,926
Grants and other contributions
Interest and distribution from managed funds received
Other	13,382	12,778	18,289
Outflows:			
Employee costs	(43,262)	(41,049)	(42,701)
Supplies and services	(92,228)	(102,444)	(106,031)
Grants and subsidies
Borrowing costs	(301)	(235)	(255)
Taxation equivalents paid
Other	(12,612)	(13,712)	(13,588)
Net cash provided by or used in operating activities	14,518	19,498	13,640
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(3,615)	(1,500)	(1,000)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(3,615)	(1,500)	(1,000)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	2,115	2,115	..
Outflows:			
Borrowing redemptions
Finance lease payments	(14,217)	(11,731)	(9,180)
Equity withdrawals
Dividends paid
Net cash provided by or used in financing activities	(12,102)	(9,616)	(9,180)
Net increase/(decrease) in cash held	(1,199)	8,382	3,460
Cash at the beginning of financial year	10,308	11,553	19,935
Cash transfers from restructure
Cash at the end of financial year	9,109	19,935	23,395

Statutory bodies

Gold Coast Waterways Authority

Overview

The Gold Coast Waterways Authority's (the Authority) vision is to empower the Gold Coast as a waterways city. The Authority's purpose is to deliver efficient and sustainable management of and access to the Gold Coast waterways.

Contribution to the government's objectives for the community

The Authority 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.

Agency service area

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

Agency's objectives	Agency's service area
Integrated, place-based management. Sustainable and resilient waterways. Engaged users and communities.	Management of and access to the Gold Coast waterways To deliver the best possible management of the Gold Coast waterways at reasonable cost to the community and government.

Key deliverables

In 2023–24, the Authority will:

- maintain and improve boating infrastructure including upgrades to the Boykambil, Tallebudgera (Palm Beach) and Isle of Capri boat ramps, and part contribution toward the works at Muriel Henchman Park boat ramps and pontoon as part of the Spit Works Program
- keep navigation channels accessible through dredging of the North and South Channel
- deliver against the Spit Works Program, including construction of Muriel Henchman Park improvements and design for the revitalisation of Doug Jennings Park
- prepare and develop the Gold Coast Waterways Place Strategy.

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

Performance statement

Management of and access to the Gold Coast waterways

Objective

To deliver the best possible management of the Gold Coast waterways at reasonable cost to the community and government.

Description

The Authority, by delivering on the *Gold Coast Waterways Management Strategy 2021–2030*, will provide an integrated and reliable waterways network, that is supported by long-term planning that considers future use and emerging challenges to balance the needs of users. Management of the network contributes to the community's access and use of the waterways and supports jobs and economic growth in the marine and tourism industries.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Effectiveness measures			
Percentage of customer enquiries relating to the better management of and access to the waterways are responded to within customer service standards	93%	98%	93%
Percentage of community's overall satisfaction with Gold Coast Waterways Authority's implementation of the 10-year Waterways Management Strategy	80%	80%	80%
Efficiency measures			
Cost per cubic metre of operating the Gold Coast Sand Bypass System ¹	\$1.82	\$2.62	\$1.90
Average annual cost to manage and maintain each aid to navigation in the Gold Coast waterways ^{2,3}	\$350	\$354	\$455

Notes:

1. The variance between the 2022–23 Target/Estimate and 2022–23 Estimated Actual is due to reduced operational capacity attributable to major repair works, transformer upgrade, and unscheduled maintenance.
2. The wording of this service standard has been amended from the 2022–23 *Service Delivery Statements* and was previously worded 'Average annual cost to manage and maintain each navigation aid in the Gold Coast waterways'. There is no change to the calculation methodology of the measure. The wording has been updated to 'aid to navigation' as it is the internationally recognised name for these types of structure – from the International Association of Marine Aids to Navigation and Lighthouse Authorities.
3. The 2023–24 Target/Estimate year-on-year increase is attributed to allowance of increased costs for vessel fuel, aids to navigation materials, and availability of contractors and materials.

Budget summary

Staffing

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

Service area	2022–23 Budget	2022–23 Est. Actual	2023–24 Budget
Management of and access to the Gold Coast waterways	39	39	41

Capital program

The Authority's capital program for 2023–24 of \$14.431 million is to improve management of, and provide better access to, the Gold Coast waterways, canals and rivers, delivering the program of works under the Spit Master Plan and the Waterways Management Plan.

	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
Capital purchases	12,536	9,364	14,431
Capital grants
Total capital outlays	12,536	9,364	14,431

Further information about the Gold Coast Waterways Authority capital outlays can be found in *Budget Paper No. 3: Capital Statement*. There may be variations between the capital program figure quoted across papers as payments across Queensland government agencies are excluded from *Budget Paper No. 3: Capital Statement* and may be included in the figure quoted above.

Financial statements

Income statement

Total revenue is estimated to be \$19.6 million in 2023–24, a decrease of \$0.5 million from the 2022–23 Estimated Actual. The decrease is primarily due to reduction in funding relating to Spit Master Plan associated with the rephasing of works.

Total expenses are estimated to be \$22.8 million in 2023–24, an increase of \$1.2 million from the 2022–23 Estimated Actual. The increase is primarily Spit Master Plan timing of rephased works expected to be completed.

Balance sheet

The value of the assets in 2023–24 is estimated to total \$240.4 million. This is primarily comprised of the value of marine infrastructure (\$174.6 million) and land (\$44.6 million). Over the next 3 years it is expected that the value of marine infrastructure assets will increase by 7 per cent due to continuing investment. Total liabilities in 2023–24 are estimated to be \$1.9 million. This is mainly comprised of payables of \$1.6 million. Total liabilities are anticipated to remain consistent over the next 3 years.

Income statement

Gold Coast Waterways Authority	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
INCOME			
Taxes
User charges and fees	18,563	18,829	18,947
Grants and other contributions	750	500	500
Interest and distributions from managed funds	120	690	120
Other revenue
Gains on sale/revaluation of assets
Total income	19,433	20,019	19,567
EXPENSES			
Employee expenses	4,189	5,895	5,293
Supplies and services	9,330	10,255	11,455
Grants and subsidies	5	10	5
Depreciation and amortisation	4,662	4,249	4,787
Finance/borrowing costs
Other expenses	1,247	1,248	1,274
Losses on sale/revaluation of assets
Total expenses	19,433	21,657	22,814
OPERATING SURPLUS/(DEFICIT)	..	(1,638)	(3,247)

Balance sheet

Gold Coast Waterways Authority	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CURRENT ASSETS			
Cash assets	7,815	10,059	4,408
Receivables	475	398	398
Other financial assets
Inventories	156	156	156
Other	54	27	27
Non-financial assets held for sale
Total current assets	8,500	10,640	4,989
NON-CURRENT ASSETS			
Receivables
Other financial assets
Property, plant and equipment	218,651	225,158	234,864
Intangibles	594	594	532
Other
Total non-current assets	219,245	225,752	235,396
TOTAL ASSETS	227,745	236,392	240,385
CURRENT LIABILITIES			
Payables	4,035	1,624	1,624
Accrued employee benefits	108	138	138
Interest bearing liabilities and derivatives
Provisions
Other	86	131	131
Total current liabilities	4,229	1,893	1,893
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives
Provisions
Other
Total non-current liabilities
TOTAL LIABILITIES	4,229	1,893	1,893
NET ASSETS/(LIABILITIES)	223,516	234,499	238,492
EQUITY			
TOTAL EQUITY	223,516	234,499	238,492

Cash flow statement

Gold Coast Waterways Authority	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	18,563	18,829	18,947
Grants and other contributions	750	500	500
Interest and distribution from managed funds received	120	690	120
Taxes
Other
Outflows:			
Employee costs	(4,189)	(5,895)	(5,293)
Supplies and services	(9,330)	(10,255)	(11,455)
Grants and subsidies	(5)	(10)	(5)
Borrowing costs
Other	(1,247)	(1,248)	(1,274)
Net cash provided by or used in operating activities	4,662	2,611	1,540
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(12,536)	(9,364)	(14,431)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(12,536)	(9,364)	(14,431)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	1,956	384	7,240
Outflows:			
Borrowing redemptions
Finance lease payments
Equity withdrawals
Net cash provided by or used in financing activities	1,956	384	7,240
Net increase/(decrease) in cash held	(5,918)	(6,369)	(5,651)
Cash at the beginning of financial year	13,733	16,428	10,059
Cash transfers from restructure
Cash at the end of financial year	7,815	10,059	4,408

Cross River Rail Delivery Authority

Overview

The Cross River Rail Delivery Authority's (the Delivery Authority) vision is for safe, integrated and improved rail network services and stations that are accessible to everyone. The Delivery Authority's purpose is to deliver economic development and transport outcomes that maximise benefits for Queenslanders.

Contribution to the government's objectives for the community

The Delivery Authority 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.

Agency service area

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

Agency's objectives	Agency's service area
Deliver and facilitate integrated transformational transport infrastructure development. Operate commercially and deliver value-for-money while maintaining strong relationships across industry sectors and government agencies.	Procurement, development and delivery of Cross River Rail To lead the procurement, development and delivery of the Cross River Rail project within agreed timeframes.

Key deliverables

In 2023–24, the Delivery Authority will:

- continue to manage the compliance of the major contractors in their execution of contracts for Tunnel, Stations and Development; Rail, Integration and Systems; and the European Train Control System, particularly in relation to:
 - workplace health and safety, to ensure the highest safety levels are maintained across each of the project's worksites
 - maintaining the high percentage of local subcontractor and suppliers to benefit from Cross River Rail
 - achieving the project's commitment of 450 trainee and apprentice opportunities over the life of the project
- continue the station build and tunnel fitout for 4 new high-capacity underground stations at Boggo Road, Woolloongabba, Albert Street and Roma Street
- continue to deliver the rolling program of significant accessibility upgrade works at the 6 stations from Fairfield station to Salisbury station
- continue development of 2 new above-ground stations at Exhibition and Dutton Park
- complete works at the northern portal where trains will enter and exit Cross River Rail's twin tunnels
- continue construction of Pimpama station which is being delivered as part of the Cross River Rail project.

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

Performance statement

Procurement, development and delivery of Cross River Rail

Objective

To lead the procurement, development and delivery of the Cross River Rail project within agreed timeframes.

Description

The key activities and services within this service area include entering and managing contracts and other arrangements for project construction and operation; managing project planning, including inviting and evaluating proposals, and procuring or supplying infrastructure/services; partnering with stakeholders regarding funding opportunities and delivery; obtaining relevant approvals or authorities required and ensuring provision of and safely managing infrastructure, construction, commissioning, delivery and other services.

Service standards	2022–23 Target/Est.	2022–23 Est. Actual	2023–24 Target/Est.
Effectiveness measures			
Percentage of Cross River Rail construction works completed within the required timeframe ¹	100%	100%	100%
Efficiency measures			
Administration cost to plan and manage Cross River Rail Project as a percentage of the overall whole of project costs ²	1.5%	1.5%	1.5%

Notes:

1. This measure relates to the proportion of construction work activities planned to be completed and completed each financial year. The 2023–24 Target/Estimate takes into account revised timeframes announced in March 2023.
2. The wording of this service standard has been amended from the 2022–23 *Service Delivery Statements* and was previously worded 'Administration cost to plan and manage Cross River Rail Project and precinct development as a percentage of the overall whole of project costs'. There is no change to the calculation methodology of the measure. The wording has been updated to delete 'and precinct development' as this function moved to Economic Development Queensland in May 2021.

Budget summary

Staffing

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

Service area	2022–23 Budget	2022–23 Est. Actual	2023–24 Budget
Procurement, development and delivery of Cross River Rail	195	207	205

Capital program

In 2023–24, \$829.2 million has been allocated to continue the construction of a new 10.2 kilometre rail line from Dutton Park to Bowen Hills, including 5.9 kilometres of twin tunnels under the Brisbane River and CBD, and four new underground stations.

	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
Capital purchases	1,212,089	1,196,543	762,905
Capital grants	77,487	11,143	66,344
Total capital outlays	1,289,574	1,207,686	829,249

Further information about the Cross River Rail Delivery Authority capital outlays can be found in *Budget Paper No. 3: Capital Statement*. There may be variations between the capital program figure quoted across papers as payments across Queensland government agencies are excluded from *Budget Paper No. 3: Capital Statement* and may be included in the figure quoted above.

Financial statements

Income statement

Total revenue is estimated to be \$643.3 million in 2023–24, an increase of \$200.9 million from the 2022–23 Estimated Actual. The increase is primarily due to the timing of delivery by Cross River Rail on the European Train Control System, Integration activities and complementary works. These works are fully funded with an equivalent offsetting increase in costs.

Balance sheet

The value of infrastructure work in progress at the end of 2023–24 is \$6.392 billion.

Income statement

Cross River Rail Delivery Authority	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
INCOME			
Taxes
User charges and fees	387,349	361,242	499,395
Grants and other contributions	151,461	81,169	143,871
Interest and distributions from managed funds
Other revenue
Gains on sale/revaluation of assets
Total income	538,810	442,411	643,266
EXPENSES			
Employee expenses	9,415	18,125	23,070
Supplies and services	380,634	342,344	475,757
Grants and subsidies	77,487	11,143	66,344
Depreciation and amortisation	107	80	11
Finance/borrowing costs	71,005	70,026	77,527
Other expenses	162	693	557
Losses on sale/revaluation of assets
Total expenses	538,810	442,411	643,266
OPERATING SURPLUS/(DEFICIT)

Balance sheet

Cross River Rail Delivery Authority	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CURRENT ASSETS			
Cash assets	124,025	95,938	98,874
Receivables	253,832	201,802	227,294
Other financial assets
Inventories
Other	6,563	246	257
Non-financial assets held for sale
Total current assets	384,420	297,986	326,425
NON-CURRENT ASSETS			
Receivables	..	197,127	274,654
Other financial assets
Property, plant and equipment	5,935,687	5,630,261	6,391,614
Intangibles
Other	9,441
Total non-current assets	5,945,128	5,827,388	6,666,268
TOTAL ASSETS	6,329,548	6,125,374	6,992,693
CURRENT LIABILITIES			
Payables	79,384	82,450	110,890
Accrued employee benefits	1,774	1,385	1,362
Interest bearing liabilities and derivatives	1,539	882,538	471,437
Provisions
Other
Total current liabilities	82,697	966,373	583,689
NON-CURRENT LIABILITIES			
Payables
Accrued employee benefits
Interest bearing liabilities and derivatives	2,420,877	1,590,958	2,217,662
Provisions
Other
Total non-current liabilities	2,420,877	1,590,958	2,217,662
TOTAL LIABILITIES	2,503,574	2,557,331	2,801,351
NET ASSETS/(LIABILITIES)	3,825,974	3,568,043	4,191,342
EQUITY			
TOTAL EQUITY	3,825,974	3,568,043	4,191,342

Cash flow statement

Cross River Rail Delivery Authority	2022–23 Budget \$'000	2022–23 Est. Actual \$'000	2023–24 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows:			
User charges and fees	387,349	434,190	578,695
Grants and other contributions	80,456	11,143	66,344
Interest and distribution from managed funds received
Taxes
Other	98,278	5,138	5,328
Outflows:			
Employee costs	(9,432)	(17,851)	(23,127)
Supplies and services	(479,074)	(369,409)	(481,172)
Grants and subsidies
Borrowing costs
Other	(148)	(73,705)	(79,925)
Net cash provided by or used in operating activities	77,429	(10,494)	66,143
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflows:			
Sales of non-financial assets
Investments redeemed
Loans and advances redeemed
Outflows:			
Payments for non-financial assets	(405,620)	(314,327)	(353,486)
Payments for investments
Loans and advances made
Net cash provided by or used in investing activities	(405,620)	(314,327)	(353,486)
CASH FLOWS FROM FINANCING ACTIVITIES			
Inflows:			
Borrowings
Equity injections	1,044,446	794,446	623,299
Outflows:			
Borrowing redemptions	(704,029)	(713,367)	(331,503)
Finance lease payments	..	(1,539)	(1,517)
Equity withdrawals
Net cash provided by or used in financing activities	340,417	79,540	290,279
Net increase/(decrease) in cash held	12,226	(245,281)	2,936
Cash at the beginning of financial year	111,799	341,219	95,938
Cash transfers from restructure
Cash at the end of financial year	124,025	95,938	98,874

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.

