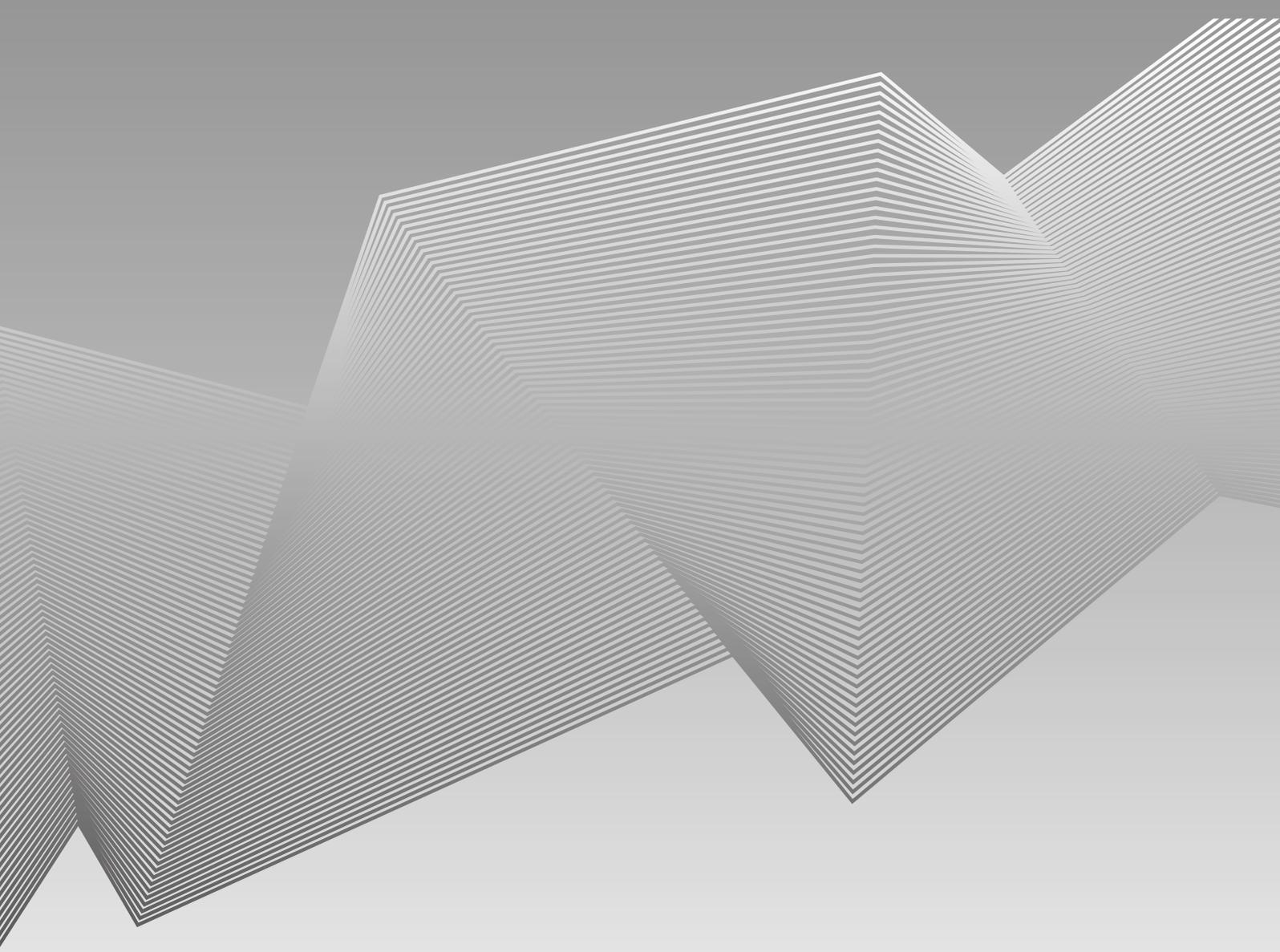


Department of Resources

ANNUAL REPORT 2020–2021



Queensland
Government

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CONTENTS

LETTER OF COMPLIANCE1
CHAPTER ONE	
ABOUT THE DEPARTMENT3
Our vision5
Our purpose5
Our strategic objectives5
Operating environment5
Strategic risk and opportunities5
Government’s objectives for the community and whole-of-government plans/specific initiatives6
CHAPTER TWO	
OUR PERFORMANCE10
Strategic Objective 1: Optimised use of land resources of the state10
Strategic objective 2: Increased and diversified private sector investment in Georesources.14
Strategic objective 3: Innovation driven to unlock our data’s potential20
Strategic objective 4: Great careers: a contemporary workforce set apart by its expertise, innovation, collaboration and leadership.22
Strategic objective 5: Positive stakeholder and public sentiment on all of our policies, programs and people23
CHAPTER THREE	
SUMMARY OF FINANCIAL PERFORMANCE25
CHAPTER FOUR	
GOVERNANCE: MANAGEMENT AND STRUCTURE28
Organisational structure as at 30 June 202129
Our board.30
Government bodies34
Public Sector Ethics Act.34
Human Rights Act implementation35
Our Guiding Principles36

CHAPTER FIVE

GOVERNANCE: RISK MANAGEMENT AND ACCOUNTABILITY37
Audit and Risk Committee38
Internal Audit Services38
External scrutiny39
Recordkeeping40
Information security attestation40

CHAPTER SIX

GOVERNANCE: HUMAN RESOURCES41
Strategic workforce planning and performance41
Workforce profile41
Strategic workforce planning41
Early retirement, redundancy and retrenchment44
Open data44

CHAPTER SEVEN

FINANCIAL STATEMENTS: 30 JUNE 202145
APPENDIX 1: PERFORMANCE STATEMENT110
APPENDIX 2: GOVERNMENT BODIES117
APPENDIX 3: COMPLIANCE CHECKLIST120
GLOSSARY122
ACRONYMS124
CONTACTS125

LETTER OF COMPLIANCE

15 September 2021

The Honourable Scott Stewart MP
Minister for Resources
PO Box 15216
City East QLD 4002

Dear Minister Stewart

I am pleased to submit for presentation to the Parliament the Annual Report 2020–21 and financial statements for the Department of Resources.

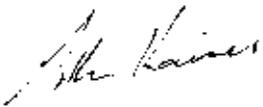
This report reflects the structure, operations and performance of the department as it now exists.

I certify that this annual report complies with the:

- prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*; and
- the detailed requirements set out in the *Annual Report Requirements for Queensland Government Agencies*.

A checklist outlining the annual reporting requirements is provided at page 120 of this annual report.

Yours sincerely



Mike Kaiser

Director-General
Department of Resources

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CHAPTER ONE

ABOUT THE
DEPARTMENT

As a result of machinery-of-Government (MOG) changes that came into effect on 12 November 2020 and under the *Public Service Act 2008*, the former Department of Natural Resources, Mines and Energy was renamed the Department of Resources.

MACHINERY-OF-GOVERNMENT CHANGES

This has been an exciting year for the Department of Resources. The MOG changes following the Queensland State General Election in November 2020 provided us with a stronger focus to capitalise on Queensland's resources for sustainable economic prosperity and just outcomes.

This annual report outlines the progress the department has already made in contributing to the government's objectives for the community. It also recognises the ongoing work across the department throughout the past year.

INCOMING DIVISIONS OR FUNCTIONS

The following table outlines those divisions or functions that joined the department due to MOG changes on 12 November 2020, and the related annual reports where the financial statements can be located for the 2020–21 reporting period.

JOINED THE DEPARTMENT	DATE OF TRANSFER	RELATED ANNUAL REPORT*
Gasfield Commission	12 November 2020	Department of Regional Development, Manufacturing and Water

* Financial statements for the period 1 July to 12 November 2020 can be found in the related annual report.

OUTGOING DIVISIONS OR FUNCTIONS

The following table outlines those divisions or functions that left the department due to MOG changes on 12 November 2020, and the related annual reports where the non-financial performance information and financial statements can be located for the 2020–21 reporting period.

LEFT THE DEPARTMENT	DATE OF TRANSFER	RELATED ANNUAL REPORT*#
Energy Division	12 November 2020	Department of Energy and Public Works
Water Division	12 November 2020	Department of Regional Development, Manufacturing and Water

The *Queensland Future Fund (Titles Registry) Act 2021* was passed on 2 June 2021, with the Queensland Titles Registry Pty Ltd to become a newly incorporated State-owned company contributing to the Queensland Future (Debt Retirement) Fund. The Titles Registry left the department and transferred to Queensland Titles Registry Pty Ltd on 18 June 2021.

* Financial statements for the period 12 November 2020 to 30 June 2021 can be found in the related annual report.

Non-financial performance information for the 2020–21 reporting period can be found in the related annual report.

OUR VISION

We will be an influential economic department that advocates in the public interest.

OUR PURPOSE

To capitalise on Queensland's resources for sustainable economic prosperity and just outcomes.

OUR STRATEGIC OBJECTIVES

Our strategic plan sets out five objectives to report on for the department:

- optimised use of land resources of the state
- increased and diversified private sector investment in georesources
- innovation driven to unlock our data's potential
- great careers: a contemporary workforce set apart by its expertise, innovation, collaboration and leadership
- positive stakeholder and public sentiment on all of our policies, programs and people

OPERATING ENVIRONMENT

As a resources agency trusted with creating economic opportunities for Queensland through our land and resources, we have an important role. We work to capitalise on Queensland's resources for sustainable economic prosperity and just outcomes.

We confront new demands, new opportunities and rapid change: changes in climate, markets and technology, as well as shifts in community knowledge and expectations. Economic, social, environmental and cultural conditions will keep changing across the state and around the world. New and often competing demands on our natural resource assets must be carefully weighed.

STRATEGIC RISK AND OPPORTUNITIES

The department manages challenges and leverages opportunities by being risk-aware, not risk averse.

We will manage our strategic risks by:

- designing and implementing regulatory frameworks that are contemporary and fit-for-purpose
- keeping pace with changes in economic, social and industry trends to realise the value of our land, mining and data resources
- ensuring information security, confidentiality, integrity and availability
- ensuring our people are safe and healthy.

We will embrace our opportunities by:

- leveraging the new economy to drive diversification in the resources sector
- modernising the way we deliver our land administration services
- positioning Queensland as an attractive resource investment destination
- embedding new ways of working

GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY AND WHOLE-OF-GOVERNMENT PLANS/SPECIFIC INITIATIVES

As a result of the MOG changes, the department launched a new strategic plan in February 2021 and our 2020–21 annual report reflects this.

The department primarily contributes to four of the Queensland Government's objectives for the community through its strategic objectives and strategies:

- **Building Queensland**
Driving investment in the infrastructure that supports our recovery, resilience and future prosperity.
- **Growing our regions**
Helping Queensland's regions grow by attracting people, talent and investment, and driving sustainable economic prosperity.
- **Supporting jobs**
Support increased jobs in more industries to diversify the Queensland economy and build on existing strengths in agriculture, resources and tourism.
- **Backing our frontline services**
Deliver world-class frontline services in key areas such as health, education and community safety.

WHOLE-OF-GOVERNMENT INITIATIVES

Bowen Basin Concept Study

During the year, the department secured \$5 million as part of Queensland's Economic Recovery Plan and engaged KPMG (in partnership with GHD and Netherland, Sewell & Associates Inc) to undertake a concept study.

The concept study is the first phase of the investigation, which will take a strategic approach to prioritising areas for broad development and resource potential, considering market dynamics and future growth rates. This will be used to identify key initiatives that merit further detailed investigation and develop and provide recommendations to support the gas market.

The department also engaged Andrew Garnett, Professor and Director of The University of Queensland Centre for Natural Gas, to provide advice to the department on findings and recommendations contained in the draft and final versions of the concept study.

GDA2020 to support Queensland's Economic Recovery

Resources coordinated the implementation of GDA2020—a 'geocentric datum' or network of known and defined coordinates spread across a geographic area—in Queensland, ensuring that all of our systems, data and processes were GDA2020-enabled by 1 July 2020. During the project, stakeholders were fully informed and supported to aid total transition by June 2022.

At the start of 2020, Australia's old datum was approximately 1.8 metres out of alignment with the Global Positioning System (GPS). For large scale precision engineering projects, such as Cross River Rail, Inland Rail, highway upgrades, greenfield housing developments, stadiums and other major infrastructure, an inaccuracy of 1.8 metres can pose enormous challenges, and impose enormous costs.

Fortunately, Australia has upgraded its geocentric datum to GDA2020 to keep pace with changing technologies and the dynamic nature of the Earth's surface and has replaced GDA94 as the current datum. GDA2020 brings our datum back into alignment with GPS, providing much-needed spatial accuracy for all purposes, including infrastructure development. Until recently, Australia coordinated such activities using GDA94—the Geocentric Datum of Australia, agreed by all states, territories and the commonwealth as defined in 1994.

While our datum is fixed to Australia, Australia is not fixed to the earth. Our tectonic plate is moving at about 7cm north-north-east every year and rotating slightly clockwise. This left our geodetic datum out of sync with the Global Navigation Satellite Systems (GNSS) that we rely upon to power the GPS in our cars and on our phones. Those satellites are tracked in a coordinate system that is fixed to the centre of the earth, not its surface.

Imagery Program

In 2020, the department coordinated 14 aerial imagery capture programs undertaken by six suppliers covering more than 200 000 km² of Queensland and provided access to near daily ~3m satellite imagery.

With the increased demand driven by the availability of higher resolution, more frequent imagery, the use of Light Detection and Ranging (LiDAR) technologies and the move to 3D/4D technologies, the department's coordination, acquisition and management of spatial imagery in Queensland on behalf of many federal, state and local government agencies has reduced costs and duplication of effort.

The department has been responsible for the Queensland Government's state coordinated program for spatial imagery since 1949 and has delivered data critical for many government functions across not only economic, social, and environmental portfolios, but notably for land development, major projects, and public safety (preparation, response and recovery from natural disasters).

The department negotiated a contract with a satellite imagery provider, which has the world's largest constellation of over 130 Earth-observation satellites and plans to continually increase their number and capability. This contract provides access to whole-of-state near daily ~3m resolution imagery and quarterly mosaic image services over the Great Barrier Reef catchments.

The department seeks to negotiate agreements with imagery providers, which permits all Queensland Government agencies, Local Government Authorities, and Government-Owned Corporations to access the same high-quality spatial imagery for informed and consistent decisions. The value of the imagery available is over \$2 million daily or over \$730 million annually.

Early Detection System (EDS) – Vegetation Management

In 2020, the department continued to manage the state's vegetation using the Early Detection System (EDS), first introduced in 2015, for vegetation management with change detected on 840 properties with assessable vegetation.

The introduction of a three-part strategy, which included early detection, proactive compliance and easier understanding for landholders, re-engineered the annual State Land and Tree Study (SLATS) program, run through the Department of Environment and Science, to provide fortnightly detections of potential tree clearing.

The EDS is reliant on the imagery available through the department's imagery programs using the freely available Sentinel satellite imagery (10m resolution) for detections and departmental officers seeking clarification and/or confirmation of clearing using the near daily ~3m satellite imagery.

EDS has proven to be a valuable tool in the management of Queensland's vegetation.

Review of the State Development Assessment Provisions

In 2020–21, Resources has supported the Department of State Development, Infrastructure, Local Government and Planning in a review of the State Development Assessment Provisions, which is a project within the whole-of-government Economic Recovery Program. The review is intended to streamline and clarify the requirements for development assessment and is expected to be completed in 2021.

Natural Resources Investment Program 2018–2022

The [Natural Resources Investment Program 2018–22](#) is the Queensland government's flagship \$60 million state-wide natural resource management program that continues to fund over 40 projects delivered under a regional community model by Queensland's 12 natural resource management organisations.

The program has delivered on-ground activities across 362 120 hectares, resulting in landscape-scale outcomes such as, improving soil health and vegetation extent. The program also includes projects and activities that contribute to sediment savings for the Great Barrier Reef. Activities include:

- working with landholders to improve grazing practices across 159 500 hectares
- installing 630kms of exclusion fencing and undertaking 430 hectares of land stabilisation activities
- revegetating over 84 hectares with 31 000 trees.

During the year the state-wide indicator framework project achieved several major milestones with the project due for completion in 2021–22. The framework is an Australian first, which provides a consistent monitoring methodology and reporting framework for outcomes of projects delivered under the Natural Resources Investment Program.

The delivery model ensures that the projects are driven by regional natural resource management organisations and their regional priorities, specifically building capacity in regional, rural and remote communities, including First Nations communities. The program has directly contributed to the government's priorities in [Queensland's Covid-19 Economic Recovery Plan: Backing small business, Building Queensland and Growing our regions](#).

Great Barrier Reef protection programs

The department managed approximately \$6.1 million to deliver on outcomes directly contributing to the [Reef 2050 Water Quality Improvement Plan](#) targets.

Resources provided \$1.7 million for the joint Queensland and Australian Government [Paddock to Reef – Integrated Monitoring, Modelling and Reporting Program](#), with a further \$4.7 million directly invested in projects delivered through the [Natural Resources Investment Program](#) and specifically aimed at reducing the amount of sediment entering the Great Barrier Reef.

The department is responsible for the integration of land condition and water quality monitoring and modelling from the paddock, catchments and regions that flow into the Great Barrier Reef lagoon. The data outputs of this program track progress towards the Reef 2050 Water Quality Improvement Plan targets and is reported annually by the Department of Environment and Science through the [Reef Report Cards](#). This data is also one of the primary sources of data used by the Queensland and Australian Governments to determine investment in strategic, regionally based Reef-related land condition improvement and landscape rehabilitation projects.

Implementation of Indigenous Land Use Agreements for the Quandamooka First Nations People

The department is contributing to the delivery of the government's commitments on North Stradbroke Island and Moreton Island. The Quandamooka People's traditional name for these islands are Minjerribah and Mulgumpin respectively. This work is linked to the recognition of the Quandamooka People's native title rights and interests through consent determinations on Moreton Bay and Minjerribah in July 2011 and Mulgumpin in November 2019.

About 556 hectares of community purpose reserves is now under the trusteeship of the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) and approximately 20 300 hectares of *Aboriginal Land Act 1991* freehold on Minjerribah. A further approximately 1800 hectares of Aboriginal freehold is available to transfer to QYAC for the expansion of the joint management areas on Minjerribah.

The land transfers are integral to realising the future development opportunities as the Minjerribah economy transitions from a reliance on sand mining to a more sustainable cultural and ecotourism-based industry. This is especially the case at Dunwich, or Gumpi, where a Cultural Precinct is proposed along the foreshore primarily on QYAC-managed reserves and Aboriginal freehold land.

The department has made significant progress to support the dedication of joint management of protected area on Mulgumpin. Since the determination, the department has completed the survey for approximately 17 200 hectares of Aboriginal freehold land that will underpin the joint management areas for 95 per cent of the island. The department will also transfer trusteeship for 29 hectares of reserve land to QYAC and other land tenure actions, as set out in the Mulgumpin Indigenous Land Use Agreement.

CHAPTER TWO

OUR PERFORMANCE

In 2020–21, the department continued to work towards achieving the Queensland Government’s objectives for the community. This section highlights the department’s achievements against the relevant strategic objectives outlined in our Strategic Plan 2020–24.

Key performance stories reported in this section are aligned to the relevant strategic objective. Refer to Appendix 1 for details of our service areas, service standards and key performance indicators for 2020–21.

OUR OBJECTIVES

**STRATEGIC OBJECTIVE 1:
OPTIMISED USE OF LAND
RESOURCES OF THE STATE**

**Land transfers under the
*Aboriginal Land Act 1991***

Land holds spiritual, social, historical, cultural and economic importance to those people connected to the land.

Between July 2020 and the end of March 2021, there were six transfers of land to Aboriginal peoples under Queensland’s land rights legislation, the *Aboriginal Land Act 1991*.

The transfers increased Aboriginal peoples’ ownership of more than 93 hectares of land located throughout regional Queensland at Rockhampton; Wangetti (north of Cairns); Thursday Island; Minjerribah (North Stradbroke Island); Murray Upper near Cardwell; and Tully and Hull Heads.

In March 2021, approximately 72 hectares of land was transferred to the Gulngay Kinjifule Aboriginal Corporation Registered Native Title Body Corporate, which included 20 parcels of land located in Tully and Hull Heads. This land transfer is an outcome of an Indigenous Land Use Agreement between the state, the Cassowary Coast Regional Council and the Gulngay People Aboriginal Corporation.

These parcels of land are acknowledged as being culturally significant to the Gulngay people, holding their history, names, stories and healing places connecting them to country. This land transfer enables the Traditional Owners to retain connection to their culture and their country.

Land tenure consultation facilitates Australian–Singapore Military Training Initiative —Shoalwater Bay and Greenvale Training Areas

During the year, the department undertook robust community consultation and worked closely with government agencies and interested parties to efficiently facilitate land tenure transfer in North Queensland. The transfer enabled the joint development of advanced military training areas to meet the future training needs of the Australian Defence Force and Singapore Armed Forces.

The Australian–Singapore Military Training Initiative (ASMTI) is the investment of approximately AUD \$2.25 billion by Australian and Singapore governments to acquire, design, develop and construct military areas through the expansion of the existing Shoalwater Bay Training Area (SWBTA) and establishment of a new training area in Greenvale, North Queensland, about 150 kilometres north-west of Charters Towers.

During development, a net increase of \$50.3 million in annual income and up to 591 new jobs across Queensland is projected. Once operational, the development is projected to generate a net increase of \$20.5 million in annual income and up to 147 new jobs.

The expansion footprint of the SWBTA consists of more than 10 000 hectares of grazing leasehold properties, roads, unallocated state land and reservations in title being state land under the *Land Act 1994*. The department processed more than 70 land tenure dealings including:

- permanent road closures
- road openings
- purchase of reservations in title
- lease conversions to freehold
- issue of a perpetual lease to allow for major construction works to commence in September 2020.

The new training area at Greenvale consisted of six grazing leasehold properties totalling an area of 302 000 hectares of state land under the *Land Act 1994*.

Purchase of these properties by the Australian Government Department of Defence has enabled the department to issue a single perpetual lease for the training area and secure the widening of the Gregory Development Road.

It is anticipated that construction of the \$800 million dollar facility will commence mid-2022.

Land rent relief for farmers, businesses and tourism operators

To assist with the ongoing economic impact of COVID-19 in 2020–21, the department waived approximately \$31 million in state rent for about 6000 farmers and businesses operating on state-owned land.

In addition, more than \$2.7 million in rent was waived for about 72 tourism businesses operating on state-owned land and islands. Rent was waived until 31 March 2021, recognising that the tourism industry has been one of the most affected by the pandemic.

Overall, more than \$33.9 million in rent was waived to support Queensland's agriculture, business and tourism sectors in 2020–21.

More relief supports farmers' drought recovery

The department also deferred rent for the full financial year for more than 8500 grazing and primary production lessees to assist with the impact of drought on their businesses. This assistance was applied to lessees across 45 fully and partly drought-declared local government areas. Eligible lessees did not have to apply for the rent deferral.

In addition, as part of the government's drought assistance package, about 4000 of these lessees were eligible for a rebate of up to 18 per cent of the annual rent.

The rebate was available to lessees in [drought-declared areas](#) and individually drought-affected properties.

Place naming redresses hurt to the Darumbal people

In September 2019, the department began working with the Darumbal people, who hold native title in the Rockhampton area, to rename Black Gin Creek to Dundula Creek and reflect the traditional meaning of *Dundula*, 'gum tree'.

The Darumbal people identified that the current name was hurtful to their community and, in particular, to women and derogatory towards Aboriginal peoples and Torres Strait Islanders in general.

The 22-kilometre-long creek connects four areas around Rockhampton, starting at the border of South Yaamba and then running through Alton Downs, down to Dalma and Nine Mile.

The department and the Darumbal people worked together to progress the initial submission to create a formal proposal.

The department received an overwhelming positive public response, with 723 community submissions, of which 714 or 99 per cent were in support of the change.

After considering all submissions, the former Minister for Natural Resources, Mines and Energy renamed the creek Dundula, and the new name was published in the Queensland Government Gazette on 2 October 2020.

The application for Dundula Creek followed the successful renaming of Baga (formerly Mount Jim Crow) and Gai'l (formerly Mount Wheeler) in the same region. These outcomes show the department's commitment to obtaining just outcomes and collaborative stakeholder engagement, and they follow Queensland's strict guidelines and principles for place naming.

Queensland's Titles Registry services transfer

On 18 June 2021, the Titles Registry transitioned from the Department of Resources to Titles Queensland, a newly established entity that will contribute to the Queensland Future Fund—a fund managed by Queensland Investment Corporation (QIC).

Under the new arrangement, Titles Queensland will continue to deliver titles registry services to industry and the community. All Titles Registry staff transitioned to Titles Queensland.

Titles Queensland is now responsible for operating and maintaining the Queensland Titles Registry in accordance with the requirements specified in the *Queensland Future Fund (Titles Registry) Act 2021* and associated contracts.

The statutory role of Registrar of Titles has remained within the Department of Resources.

In the unlikely event that any concerns arise in relation to the future functioning of the Queensland Titles Registry, the Registrar of Titles can give Titles Queensland a direction, if necessary, to ensure the proper performance of titles registry functions.

The State will also continue to hold the statutory obligation to make compensation payments to persons in accordance with the *Land Title Act 1994*, including those affected by fraud.

State land dealings

The department received 3700 applications for the use of state land during the financial year. These applications included applications to lease land; applications to convert existing leases to freehold; and applications to use or permanently close roads.

The department processed more than 3500 land dealings, which resulted in allocating land for a variety of purposes including primary production, business, industry and tourism. This directly contributed to Queensland's economic recovery by facilitating the optimum use of state land.

In 2020–21, applications for dealing with state land contributed \$43.336 million to consolidated revenue.

The department seeks to optimise the value of state land to Queensland where state land is assessed as surplus to the requirements of state and local governments. This land is converted to freehold and sold on the open market either at auction or by expressions of interest to ensure best value to the state but to also make this land available for other uses to support the state's economy. Revenue from the sale of surplus freehold land for the financial year returned \$3.152 million.

The department manages these land sales in line with the Queensland Government Land Transaction Policy, which provides a consistent approach for disposing of excess or surplus government land.

Vegetation management landholder workshops

Queensland has more than 120 million hectares of diverse native vegetation that is regulated by the vegetation management legislative framework. The framework provides a balanced approach, where landholders can manage and grow their businesses while ensuring Queensland's biodiversity is not lost.

Since March 2021, Department of Resources officers have participated in 20 events to help landholders better understand the vegetation management framework. Examples of these events include fodder harvesting and fire management workshops in south-west Queensland and Beef 2021. Most events have been held free of charge and many landholders have taken advantage of the opportunity to discuss mapping or vegetation management laws, or look at vegetation management issues on ground with one of the department's qualified officers.

Each year, the Queensland Government updates vegetation management mapping with the latest in high-resolution images and best available science. The latest updates are due to be released in 2021. These updates, along with other imagery and data, are freely available online through the [Queensland Globe](#) and the [department's website](#).

STRATEGIC OBJECTIVE 2: INCREASED AND DIVERSIFIED PRIVATE SECTOR INVESTMENT IN GEORESOURCES

Queensland Exploration Program

In September 2020, the department announced successful petroleum exploration tenders for 12 areas across 6746 square kilometres in the Bowen and Surat basins as part of its Queensland Exploration Program.

Successful coal exploration tenders for two areas, totalling 108 square kilometres located near Moranbah in the Bowen Basin, were also announced in October 2020.

An additional petroleum tender—for five areas across 1459 square kilometres, also located in the Bowen and Surat basins—released as part of the Queensland Government’s COVID-19 recovery measures, was announced in February 2021.

As a result of these releases, the following companies were awarded tenders:

- Comet Ridge was awarded two areas totalling 435 square kilometres for gas supply only to the domestic market. The areas are to the east and north-east of Comet Ridges’ Mahalo North Project
- Senex Energy was awarded 18 square kilometres for gas supply to the domestic market, located adjacent to their existing Project Atlas near Wandoan. Senex Energy was also awarded 486 square kilometres for exploration south east of Theodore
- State Gas was awarded 1414 square kilometres located south-west of Rolleston, near their existing Reid’s Dome gas project

- Denison Gas was awarded 668 square kilometres for gas exploration located north of Injune, near their existing Denison South project
- Winfield Group Investments was awarded 35 square kilometres located 40 kilometres north-west of Moranbah for coal exploration, near existing coal mines and rail infrastructure
- Hail Creek Coal Holdings Pty Ltd (a subsidiary of Glencore) was awarded 73 square kilometres 60 kilometres north-east of Moranbah for coal exploration, near the Hail Creek coal project
- AusGasCo CSG was awarded two areas totalling 114 square kilometres for gas exploration located to the east and south-east of Injune near existing gas pipeline infrastructure and processing facilities.

Following tender award, preferred tenderers must meet environmental, native title, and other approvals before authorities to prospect are granted.

Renewal of mining claims and leases through right to negotiate

In July 2020, the department concluded the right to negotiate process with the Western Kanguoulu people with the signing of the Gemfields Indigenous Land Use Agreement in Rockhampton.

The execution of the Indigenous land use agreements will result in 363 mining claims and mining leases being considered for grant or renewal.

Improved services to industry

During 2020–21, the department continued to improve services to industry through improvements to the Mount Isa drill core facility.

The facility houses 200 kilometres of drill core samples from the Mount Isa region, comprising samples from industry exploration programs and industry-government collaborations, including representative samples from the richest deposits in the region.

Work commenced on construction of a dedicated core viewing facility to increase capacity of the core layout tables by more than 50 per cent. The viewing facility will provide a climate-controlled, dust-free, well-lit space for scientists and explorers to undertake their studies and core-logging activities.

In addition, an extension to the existing driveway will improve safety outcomes for heavy vehicles that come to site to transport core samples to and from the facility.

This project is due for completion by June 2022 and will support the mineral exploration industry well into the future.

Improving the value of the state's drill core collection

The department continued work at the Zillmere Exploration Data Centre (EDC) in 2020–21 to improve the overall value of the state's drill core collection to industry and academia.

A disposal program increased the facility's storage capacity, resulting in 200 free pallet storage spaces. In addition, 200 hardwood pallets were salvaged, saving \$8000, and 600 core trays were reused, saving \$24 000.

Lower-value cores identified by the department's Geological Survey of Queensland (GSQ) were replaced with higher-value cores from industry and collaborative exploration initiatives.

The EDC added further value to the state government collection and helped de-risk exploration activities in Queensland through its hosting of the Minalyze X-Ray Fluorescence core scanning technology.

Rapid data acquisition technologies like Minalyze and Hylogger help gather key geochemical data for the GSQ New Economy Minerals Initiative—a five-year program dedicated to developing, promoting and understanding the state's new economy mineral wealth and potential through a broad corridor from Mount Isa to Townsville.

The department is working to make all its large data stores, both physical and digital, readily available and usable by industry in future exploration programs. That work includes not only modernising historic datasets by bringing them into the digital era, but also more advanced applications such as complete three-dimensional visualisation capability to geoscience and exploration datasets. The frontier of data usage is being advanced in conjunction with key technology collaborators, in particular, The University of Queensland.

Remediating public safety hazards

The department has continued to protect Queenslanders through the remediation of public safety hazards associated with legacy mine shafts.

In 2020–21, a total of 27 historic mine shafts were made safe through capping, plugging or backfilling in the former gold mining communities of Charters Towers, Gympie and Ravenswood.

Environmental impacts minimised and reprocessing options facilitated at Mount Morgan

The department completed several significant projects in 2020–21 at the historic Mount Morgan mine site to encourage investment opportunities and reduce site risk. The water level in the mine pit has been reduced to support the tailings reprocessing proposal of Heritage Minerals, which includes the construction of a new tailings dam in Sandstone Gully adjacent to the mine pit. A lower water level in the mine pit also reduces offsite impacts and the risk of overtopping from flood events.

The department has been working closely with the mining lease holders, Heritage Minerals, as well as other government departments, to facilitate reprocessing opportunities at this site.

The freshwater Dam 8 on site was reprofiled and sealed, and a high-capacity pumping facility was installed to divert excess fresh water from the catchment.

The works will reduce inflows to the open-cut pit by more than 40 per cent, which in turn will reduce the volume of contaminated water required to be treated and will significantly reduce the future risk of an uncontrolled release of water from the pit.

Five newly commissioned in-pit evaporators have increased efficiency and flexibility of the site's mechanical evaporation systems.

These measures have contributed to achieving a pit water level of 5.8 metres below the spillway crest in May 2021, which is its lowest level in 20 years.

Emergency Action Plan enacted

The department's annual Emergency Action Plan (EAP) training exercise for the department's State-owned referable dams took place in November 2020.

Emergency event scenarios included EAPs for the Mount Morgan mine site and several referable dams.

The exercise significantly added value to both current and future EAP processes.

Capping of waste rock pile at abandoned Baal Gammon mine

The department completed capping of waste rock piles at the abandoned Baal Gammon mine near Herberton on the Atherton Tablelands in 2020–21.

Hydromulching of the remediated areas was completed in January and February 2021, with ongoing revegetation to be undertaken over the next few years.

The capping works significantly reduce potential for water to interact with the acid-forming waste rock, minimising offsite environmental impacts in the adjacent Jamie Creek and downstream Walsh River.

Water diversion works were also completed to divert clean water away from on-site mine-affected water storages.

Care and maintenance works are continuing, along with water management activity to minimise any potential for offsite impacts.

Enhanced groundwater monitoring at Hopeland

During the year, the department enhanced groundwater monitoring at the former Linc Energy site at Hopeland, targeting areas associated with the former underground coal gasification (UCG) operations.

Seven new groundwater monitoring wells were installed within the boundary of the former Linc site.

In addition to a telemetry system to remotely monitor well pressure and temperature, the department also commenced a program to decommission abandoned wells and bores at the site.

Goondicum remediation

The department completed earthworks and concept designs to remediate the abandoned Goondicum mineral sand mine.

Work in 2020–21 included undertaking water balance and regulated structure assessments, and completing concept drawings and an overarching closure strategy.

Earthworks increased storage capacity of the site's main pits, south dam and process dam, to minimise potential for offsite environmental harm.

All work was completed in close consultation with the landholders.

Enhancing public safety through the Minjerribah transition strategy

The department has worked to enhance public safety and assist in the Minjerribah transition strategy by investigating the nature and extent of mining-related contamination across the island.

This included a surface gamma radiation survey across 72 parcels of state land in Dunwich, located on the western side of North Stradbroke Island, and investigations at Adams Beach and Mitchell Park near Dunwich.

The department completed remediation options investigations and commissioned a remediation options assessment, which identified several remedial or management options available.

These findings were communicated or offered to relevant stakeholders including the Quandamooka Yoolooburrabee Aboriginal Corporation, Sibelco, the Department of Environment and Science, and Queensland Health.

During the investigations, elevated radiation levels were identified in fill material underneath a building at the Stradbroke Early Learning Centre.

The department worked with Queensland Health and local stakeholders on an initial response and the department safely removed and disposed of the contaminated material in October 2020.

COVID-19 relief package for explorers

The department continued to support Queensland explorers during the COVID-19 pandemic by providing a financial assistance package and maintaining ongoing resources investment and jobs.

A rent waiver for exploration companies was extended for a further six months in October 2020, saving the companies around \$12.6 million.

A multimillion-dollar package also included:

- freezing fees and charges until 1 July 2021
- releasing almost 7000 square kilometres of land for gas and mineral exploration
- bringing forward \$2.8 million in grant funds for innovative exploration in the North West Minerals Province.

The support was provided in the expectation that a strong pipeline of Queensland exploration projects would attract investment into new economy mineral exploration, in turn supporting future jobs in Queensland's resources sector.

Supporting petroleum resource exploration in Queensland

Since July 2020, the department has granted eight new exploration leases following competitive tender processes.

The new leases, located in the Surat and Bowen basins, together with timely approvals, allow explorers to get on ground and start exploring for new sources of supply. Of these eight leases, 60 per cent have been conditioned for domestic gas supply.

In further support for explorers, 14 authorities to prospect have been renewed to allow companies to continue to explore for gas in prospective areas of the state.

Supporting mineral and coal resource exploration in Queensland

On the back of strong global demand for minerals, such as gold, silver, copper, bauxite, silica sands, gems, opals and new economy minerals, the department continues to support the industry with 1142 applications (including renewals) decided for all minerals excluding coal. Of these, 741 applications were for exploration.

The department continues to actively manage an extensive portfolio of existing tenures for thermal and metallurgical coal. The number of individual dealings is lower than for petroleum or other minerals, however, coal mining generates jobs, exports and royalties to the state. Six new mining leases, two new mineral development licences and four new exploration permits were granted for coal since July 2020. In addition, 20 mining leases, 31 mineral development licences for coal and 116 exploration permits were renewed.

Job-creating mine reforms take effect

New mining reforms, which took effect in September 2020, will create opportunities for residual mineral resource extraction at old mine sites, encourage new mines to be built, and strengthen financial checks and balances on mining lease holders.

The reforms help ensure the right people and companies hold mining leases in Queensland and act as insurance for Queensland taxpayers by reducing the risk of mines being disclaimed.

People can now be disqualified from being granted or transferred a mining lease if they have been convicted of an offence involving fraud or dishonesty or have a history of insolvency or bankruptcy.

The reforms came into effect from 7 September 2020 and were the final provisions from the *Mineral and Energy Resources and Other Legislation Amendment Act 2020*.

Government support for the hunt for renewable energy and technology minerals

In 2020–21, the Queensland Government provided \$3.96 million in funding to 25 mineral exploration projects to seek out new economy minerals from Queensland regions.

A diverse range of explorers received grants of up to \$200 000 each in a joint initiative between government and industry to help make new resource discoveries in Queensland.

The successful applicants are exploring regions across the state from Georgetown and Cairns in the north, Emerald in the east, Karumba and McKinlay in the North West Minerals Province and the Wide Bay area inland of Bundaberg to Cunnamulla in the south-west.

The range of minerals used in the manufacture of new economy technologies include copper, cobalt, vanadium and indium, as well as the large family of rare earth elements.

These minerals are used to support energy transition and in particular, the electrification of our industrial and transport systems.

The collaborative exploration grants help explorers tackle the frontier areas of Queensland to expand the search deeper and into more challenging terrains.

Twenty-five grants were originally awarded to projects by 24 companies, with 23 companies completing works by mid-June. Grants awarded included:

North Queensland

- \$170 000 to Lynd Resources to undertake deep drilling to look for silver, tin and other tech metals north of Georgetown
- \$150 000 to Dover Castle Metals to look for silver, lead, zinc, and potentially one of the highest grades of indium in Australia using diamond drilling techniques on land approximately 150 kilometres west of Cairns
- \$190 000 to Red River Resources to undertake low-impact magnetic surveys using drones on land approximately 100 kilometres south west of Cairns to look for silver, lead, zinc and indium deposits

North-western Queensland

- \$72 000 to Oakland Gold to undertake further drill exploration to find gold deposits in an underexplored area around 150 kilometres east of Karumba
- \$200 000 to Red Metal to use magnetotelluric survey equipment to undertake detailed mapping of some known zinc, lead and silver deposits in and around the old Century Mine near Lawn Hill
- \$140 000 to Sector Projects to use diamond drilling technology to look for deep and high-quality deposits of copper and zinc in an area approximately 200 kilometres north of Mount Isa
- \$180 000 to Century Mining to contribute to its magnetotelluric survey in and around the old Century Mine near Lawn Hill and help define more zinc, lead and silver deposits to potentially fast track to production by utilising existing mine and supply chain infrastructure
- \$180 000 to Mount Cuthbert Resources to re-analyse historical surface samples for new economy minerals in an area approximately 100 kilometres north-east of Mount Isa
- \$325 000 to Teck Australia for two projects: exploring for lead, zinc and silver in Riversleigh siltstone 200 kilometres north-west of Mount Isa, and to explore and potentially re-invigorate an area approximately 200 kilometres south of Mount Isa for copper and zinc
- \$190 000 to Red Fox Resources to use diamond drilling equipment to test an area known as the Gypsy Creek Copper-Gold Project in north-western Queensland

- \$200 000 to Capricorn Copper to use gravity gradiometry techniques to survey an area approximately 100 kilometres north of Mount Isa in the hunt for copper, cobalt, lead, zinc and silver
- \$200 000 to Minotaur Operations to employ electromagnetic survey techniques to search for large base metal and gold deposits near McKinlay in the state's north-west
- \$200 000 to Aeon Walford Creek to explore for deep iron oxide, copper and gold in an area approximately 100 kilometres west of Mount Isa
- \$200 000 to Vendetta Mining Corp to undertake deep drilling to look for zinc, silver and lead south of Cloncurry
- \$200 000 to Mawson Queensland to undertake deep drilling targeting base metals and new economy minerals near the world-class Cannington mine
- \$200 000 to Chinova Resources to undertake one of the nation's largest regional electromagnetic surveys of a known and relatively underexplored tech metal area approximately 250 kilometres south-east of Mount Isa near the Osborne mine
- \$199 000 to Anglo American to use new core scanning and geochemistry techniques to analyse core samples from the Diamantina region from mineral exploration dating back to the 2000s, approximately 150 kilometres north of Bedourie

Central Queensland

- \$59 000 to Mt Coolon Gold Mines to undertake an extensive three-dimensional image processing survey over a silver and gold prospective corridor adjacent to the Mt Coolon Gold mine, inland from Mackay
- \$120 000 to Ten Sixty-Four to help undertake deep drilling to look for gold deposits in its Monteagle Drilling Project north-west of Emerald. The deposits, if proven, could tap into the well-established supply chain in the Bowen Basin
- \$175 000 to Longreach No 1 to complete high-resolution magnetic and radiometric surveys over a 400 square kilometre area west of Longreach. The junior explorer will use this data to look for porphyry and epithermal copper and gold
- \$40 000 to North X to work with CSIRO to undertake a mineral classification study of rare earth element mineralisation in the Peaks Range Volcanics, 75 kilometres north of Emerald—the study has potential to accelerate Queensland as a major rare earth producer

Wide Bay region

- \$86 000 to Metal Bank to undertake drilling in the Wide Bay area to further explore several known targets of copper, silver, molybdenum (used to make steel alloys in engine parts), silver, lead, tellurium (a metal used to improve the strength of lead, copper and stainless steel) and zinc

South-western Queensland

- \$200 000 to Earth Ray Exploration to search an area west of Cunnamulla near the Queensland and New South Wales border.

STRATEGIC OBJECTIVE 3: INNOVATION DRIVEN TO UNLOCK OUR DATA'S POTENTIAL

Spatial access data growth

In 2020–21, spatial data was used more extensively than in any previous year.

At 30 June 2021, the department managed the digital records of all 2 718 954 land parcels in Queensland covering 1.79 million square kilometres.

State Imagery received, processed and archived 430 terabytes of new digital imagery and elevation data from satellite, aerial and drone platforms.

The department provides the spatial data in three ways to meet the needs of users. Customers can:

- view the data in applications such as the [Queensland Globe](#), with over 65 000 users viewing spatial data monthly in the Globe
- connect to data web services—there were over one billion connections to spatial data services in 2020–21 and 36.9 million property address validations
- download data and products. During 2020–21, there were 138 499 data sets downloaded from QSpatial and 330 295 maps downloaded from QTopo.

The department also worked with CSIRO's Data61 during the year to prototype a trial data platform, the QLD Spatial Digital Twin. The vision is to enable discovery, visualisation and sharing of 3D and 4D (time) spatial data, high-fidelity models, such as Building Information Models (BIM), and the Internet-of-Things (IoT) sensor data in a rich real-world context.

Geoscience Data Modernisation Project completed

In December 2020, the department completed a major digital transformation project, centred on its vast store of geoscience information. The transformation reviewed and improved the data management ecosystem in its entirety, spanning data, digital technologies, supporting business processes and regulatory frameworks, skills and capability uplift. The work was delivered on time and under budget, with two core technology platforms becoming operational: the [GSQ Open Data Portal](#) and [GSQ Lodgement Portal](#).

The Open Data Portal makes available, for the first time, all the department's geoscience information stores. That data is fully integrated with the department's spatial platform, [GeoResGlobe](#), providing much-needed integration of core systems.

The data lake design and cloud hosting architecture of the new system has realised significant cost savings in data storage, and removed system failure risk by migration off, and subsequent closure of legacy data systems, including the 1988 vintage Mineral and Energy Resources Location Information Network (MERLIN) system.

Risk and prioritisation framework addresses legacy mining hazards

In March 2021, the Risk and Prioritisation Framework for Abandoned Mine Management and Remediation was released.

The framework provides a transparent, robust and risk-based approach to addressing hazards associated with legacy mining to mitigate identified risks in a consistent and repeatable manner.

The guiding principles of the framework recognise:

- the critical role of competent risk assessment in identifying and analysing hazards and developing management and remediation solutions
- the value of collecting, analysing and presenting abandoned mine data, and supporting stakeholder consultation and consideration of the historical, cultural, social, environmental, educational and economic value of abandoned mines in development of management options.

Open sharing of spatial data

In March 2021, the department published abandoned mines spatial data to GeoResGlobe, supporting opportunities to repurpose abandoned mines and establish partnerships with industry and members of the public to access information that might have an impact on their property.

The abandoned mines layers provide the location of surface mine features that have been assessed under the Abandoned Mine Lands Program (AMLPL).

The layers are grouped by mine features and include open pits, mineral material, tailings and shallow workings. The layers also include the area of disturbance for the priority abandoned mine sites under the AMLPL. Priority abandoned mines sites have been identified as higher-risk sites that require remediation activities.

The publishing of this data fulfills the government commitments of establishing an enhanced abandoned mines program and the department's open data policy.

STRATEGIC OBJECTIVE 4:
GREAT CAREERS:
A CONTEMPORARY
WORKFORCE SET APART BY
ITS EXPERTISE, INNOVATION,
COLLABORATION
AND LEADERSHIP

**Talent management and
leadership development
strategy under way**

During the year, the department began work on developing a talent management strategy, which will focus on initiatives to optimise its ability to attract, retain and develop its talent.

The strategy will enable the department to:

- invest in its people by providing great careers and growing a contemporary workforce set apart by its expertise, innovation, collaboration and leadership
- build a courageous culture, empowering leaders to inspire, innovate and advocate.

The strategy includes a program to enhance capability across the department while also targeting investment in collaborative and individualised learning to develop the contemporary leadership skills needed to deliver on the department's strategic direction.

**STRATEGIC OBJECTIVE 5:
POSITIVE STAKEHOLDER
AND PUBLIC SENTIMENT
ON ALL OF OUR POLICIES,
PROGRAMS AND PEOPLE**

**Listening to our customers
and stakeholders**

During the year, the department began an analysis of customer and stakeholder satisfaction and sentiment to provide the insights and data to improve our services and guide our decision making. This program of work will:

- establish a baseline of our customer service approach to measure success
- create a map of key stakeholders and customers to understand their preferences and behaviour
- adopt a data-centric, enterprise approach to managing customer information
- improve the way we deliver our services (i.e., develop self-service options)
- create engagement opportunities that are fit-for-purpose
- better understand the impact of our policies and decision making.

Many of our business areas interact regularly with their customers and stakeholders. However, the department can improve on the way we collect and use this information to design better ways to interact with customers across our activities.

This work will include three distinct programs of activity:

1. an annual benchmarking survey, including a public sentiment overview
2. a horizon scan of all current stakeholder engagement activities in the department and the creation of surveys to capture post-engagement feedback
3. customer experience feedback from digital transactions.

As a new department, understanding the views of the public and our stakeholders will be key to achieving critical reform agendas outlined in the strategic plan. In addition, understanding public sentiment is a key consideration in good policy formulation and implementation.

Understanding our customers and stakeholders' views, their sentiment when needing to engage with us, and their experiences when interacting with us will help us improve the way we deliver value to the community.

**Resources—planning
for our future**

The Queensland Resources Industry Development Plan (QRIDP) will set out key actions for government and the industry to ensure the industry continues to serve the public interest. The plan will help our resources industry successfully navigate the changes that lie ahead and maintain our position as a world leader in resources.

We know we cannot develop the plan in isolation and have implemented a major consultation program to enable us to co-develop the plan with stakeholders and the community.

Consultation kicked off in late April 2021 with an industry breakfast event, hosted by The Honourable Scott Stewart MP, Minister for Resources, bringing all our key stakeholders together to explain the purpose of the QRIDP and the opportunities for collaboration.

The consultation program was run throughout May and June 2021, with face-to-face regional workshops taking place in key mining communities, giving people an opportunity to provide input into a range of topics, such as the resources supply chain, automation, decarbonisation, coexistence and the skills needed into the future.

In addition, the department encouraged people to submit their thoughts and ideas for the plan via the Department of Resources engagement website.

The department is reviewing this input, with a view to consulting on a draft plan in late 2021.

LOOKING FORWARD: 2021–22

In 2021–22 the department's key priorities are to:

- work with stakeholders to modernise land administration, including the State Valuation Service
- work with stakeholders to plan the future of the resources industry, including delivering the Queensland Resources Industry Development Plan
- support the delivery of the Bowen Basin Gas Pipeline concept study
- facilitate upscaling of the Collaborative Exploration Initiative and support exploration activity for new economy minerals for emerging technologies and products
- improve spatial information applications to ensure access to land, mining and exploration data for customers and stakeholders
- develop a data resources development plan
- survey our customers and stakeholders to understand public sentiment and improve our services and operations
- enhance capability of our people through development activities and in particular, a targeted investment in leadership capability.

CHAPTER THREE

SUMMARY OF
**FINANCIAL
PERFORMANCE**

The financial statements included in this annual report contain comprehensive financial data on:

- controlled entity, which refers to the funds and assets within the control of the department
- administered activities, which refers to activities the department does not control but is charged with administering on a whole-of-government basis.

FINANCIAL OVERVIEW

Due to MOG changes announced on 12 November 2020, the Energy and Water services (of the former Department of Natural Resources, Mines and Energy) are included in the department's financials for the period 1 July 2020 to 30 November 2020. From 1 December 2020, the financial transactions for Energy services are included in the Department of Energy and Public Works and Water services are included in the Department of Regional Development, Manufacturing and Water.

The department recorded an operating surplus of \$13.389 million for the 2020–21 financial year.

Table 1 (page 26) summarises the financial results of the controlled operations. For a more comprehensive set of financial statements covering all aspects of the department's activities, see the 'Financial statements: 30 June 2021' section.

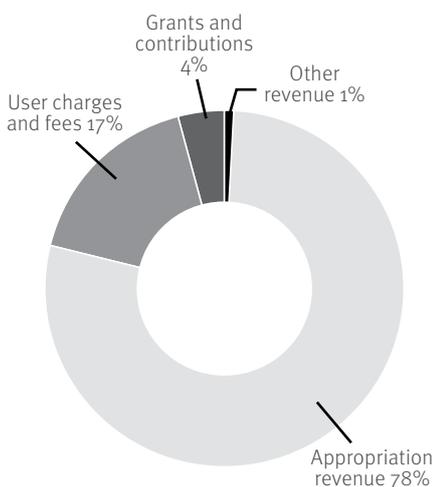
Table 1: Summary of financial results of controlled operations

DEPARTMENT OF RESOURCES	FINANCIAL YEAR	
	2021	2020
	\$'000	\$'000
Income	393 715	625 694
Expenses	380 326	615 169
Operating surplus/(deficit)	13 389	10 525
Assets	236 855	439 870
Liabilities	46 042	89 527
Net assets	190 813	350 343
Capital expenditure	11 575	35 574

Income

The department’s income of \$393.7 million primarily consists of State Government appropriation revenue of \$306.6 million. Other significant revenue sources include User Charges, Fees and Fines of \$66.2 million which primarily relate to Titles search fees; and Grants and Other Contributions of \$14.8 million which includes Commonwealth grants and funding from external bodies.

Figure 1: Expenditure incurred by the department in 2020–21



Expenses

The department’s expenses of \$380.3 million primarily consists of employee expenses, supplies and services, grants and subsidies, and depreciation and amortisation of assets.

Employee costs totalling \$201.2 million included salaries and wages, annual and long service leave entitlements, superannuation contributions and other employee-related expenses, which represent 52.9 per cent of total expenses.

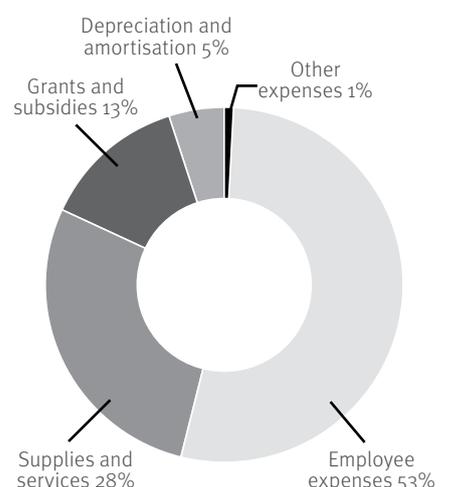
Supplies and services totalled \$105.3 million, with the major expenses being accommodation costs (\$26.7 million, including operating leases), ICT costs (\$31.2 million) and payments to consultants and contractors (\$11.6 million).

Grants and subsidies totalled \$51.3 million and primarily relates to the Copperstring 2.0 project (\$9.0 million), Natural Resources Investment Program (\$9.0 million), funding provided to Resources, Safety and Health Queensland (RSHQ) for the Board of Inquiry into the Grosvenor Mine Incident (\$7.8 million) and the National Water Infrastructure Development Fund (\$6.8 million).

Depreciation and amortisation expenses of \$18.0 million primarily relate to internally generated software (\$8.0 million), infrastructure assets (\$4.6 million), plant and equipment (\$2.8 million), buildings (\$1.2 million) and purchased software (\$1.1 million).

Other expenses of \$4.5 million primarily relate to Insurance premiums (\$1.2 million) and land revaluation decrement (\$1.3 million).

Figure 2: Expenditure incurred by the department in 2020-21



Capital expenditure

The department's capital expenditure for the year was \$11.6 million. This includes costs associated with the Integrated Customer and Revenue Management (ICRM) project (\$3.0 million), Linc Energy project (\$2.3 million), Mount Morgan Dam Upgrade (\$1.6 million) and acquisitions and enhancement on departmental assets, including abandoned mine sites, stock route network and critical business information technology systems.

Financial position

The net asset position reported in the financial statements shows the net worth of the department at 30 June 2021 to be \$190.6 million. This consists primarily of the assets the department held of \$236.7 million, which includes \$47.1 million in operational land and buildings to provide departmental services, \$1.3 million in heritage and cultural assets, \$33.1 million in infrastructure assets and \$34.3 million in software assets. In addition, the department had cash holdings of \$79.0 million, receivables of \$19.4 million and other assets worth \$2.5 million. These were offset by liabilities of \$46.0 million, which mainly consist of payables and deposits held for other agencies land purchases.

Administered activities

The department administers, but does not control, certain resources on behalf of the government. In doing so, it is responsible and accountable for administering related transactions and items but does not have the discretion to deploy these resources for the achievement of the department's activities.

Major administered revenue included:

- fees from mineral and petroleum rentals, including annual rent collected on various permits, authorities, licences and leases
- resource tenure application processing fees
- titles lodgement revenue, including lodgement of documents to secure ownership and other interests in freehold and state leasehold land
- revenue from state land, including sales of unallocated state land, issuing easement access, and annual rentals and instalments for state land leases, licences and permits.

Major Administered expenses included:

- Community Service Obligation (CSO) payments made on behalf of Government to energy retailers Energy Queensland and Origin

Administered net assets at 30 June 2021 were \$74.445 billion. This is predominantly as a result of state land of \$74.266 billion as per Table 2.

Table 2: Administered land portfolio

ADMINISTERED LAND	FINANCIAL YEAR	
	2021	2020
	\$'000	\$'000
Land under roads	62 993 629	62 347 446
Reserves	8 032 306	7 974 775
Leasehold Land	2 315 489	1 565 669
Unallocated state land	852 579	856 733
Other	71 665	167 311
Total	74 265 668	72 911 934

CHAPTER FOUR

GOVERNANCE:
**MANAGEMENT
AND STRUCTURE**

ORGANISATIONAL STRUCTURE AS AT 30 JUNE 2021

Following the MOG, the department underwent a structural realignment resulting in the following organisational structure.



Lands

Lands Division delivers a variety of land and property services across Queensland including spatial services, land asset valuations, state land administration, native title services, and government land acquisitions. Our work impacts every Queenslanders—whether it is by valuing a property, registering transfers of a home, mapping the places we live and work, or facilitating land-based outcomes for Aboriginal peoples and Torres Strait Islanders.

Georesources

The Georesources Division capitalises on Queensland’s minerals, coal, petroleum and gas resources. It plays a key role in the regulation and industry development of the resources sector in Queensland. The division oversees the administration of Queensland’s resource exploration and development tenure frameworks and brings information about this framework to resource communities. Our role supports the development of the resources sector.

Business and Corporate Partnership

Business and Corporate Partnership division delivers a set of core corporate services and a range of specialised services to the wider department, including a Program Capability Office, Digital Enterprise Capability Office, and Aboriginal and Torres Strait Islander Futures team.

The division is also part of an operating model delivering corporate services and business programs to a core group of three Queensland Government departments through three corporate hubs—the Department of Resources, the Department of Environment and Science, and the Department of Agriculture and Fisheries.

Each hub is managed by a Head of Corporate, who is responsible for delivering a set of core services to the host agency and a selection of cooperative services to partnering agencies. The intent of this model is to ensure economies of scale, service integration, consistent service delivery, scalability, flexibility and responsiveness. A board is responsible for the long-term performance and business success of the operating model. Its role is to provide leadership and set the strategic direction of the partnership.

OUR BOARD

Our board comprises the department’s senior executive leadership. Its job is to provide strategic direction and support across the department to enable delivery of the department’s strategic plan and Queensland Government policy priorities.

As at 30 June 2021, the Resources Board’s membership comprised the following:

- Director-General
- Deputy Director-General, Lands
- Deputy Director-General, Georesources
- Deputy Director-General, Business and Corporate Partnership
- Executive Director, Communication
- Chief Finance Officer
- Executive Director, Human Resources, and Aboriginal and Torres Strait Islander Futures.

Mike Kaiser, Director-General

Mike commenced as the Acting Director-General of the newly formed Department of Resources on 4 January 2021 and was appointed to the role on 18 June 2021. He brings more than 30 years' experience to the role, having built a successful career in private and public sector leadership and consultancy.

Prior to his appointment, Mike was a partner at KPMG and contributed in that capacity to the Queensland COVID-19 Taskforce Economic Recovery Plan. Other public sector experiences include working as chief of staff to premiers in both Queensland and New South Wales.

Known as a strategic thinker and inclusive leader, Mike demonstrated strong customer focus throughout his time at NBN Co, where he led the business change and improvement function and introduced processes to measure and enhance customer satisfaction.

Mike completed his academic qualifications at The University of Queensland, earning bachelor's degrees in electrical engineering and economics as well as a Graduate Certificate in Management.

Wally Kearnan, Deputy Director-General, Lands

Wally joined the Department of Lands in 1983 and has seen the evolution of the agency through to today's Department of Resources. Wally was appointed to the role of Deputy Director-General, Lands in August 2019 and prior to this was the Executive Director, South Region, Natural Resources.

Wally's career commenced with the Land Administration Commission where, as a registered valuer, he undertook statutory valuations in Central Queensland and the Burnett region before returning to Charleville to project manage the enterprise reconstruction component of the South West Strategy. He also began his long association with the state's vegetation management framework.

In conjunction with local government, Wally then led the revitalisation of Queensland's Stock Route Network System and Stock Route Network legislation and policy prior to undertaking a secondment to AgForce Queensland to enhance the department's understanding and knowledge of issues affecting rural and regional Queensland.

After rejoining the department, he focused on state land management activities, including the development of the State Rural Leasehold Land Strategy in partnership with the pastoral, Indigenous and conservation sectors.

Wally later commenced work in the private sector undertaking land acquisition and negotiation for the mining and transport industries.

He returned to government as the Department of the Premier and Cabinet's Rural Advisor, becoming the conduit between rural and regional Queensland and the Queensland Government, and later as the department's Regional Services Director—South West before becoming General Manager, Coal and Coal Seam Gas.

Shaun Ferris, Deputy Director-General, Georesources

Shaun was appointed as the Deputy Director-General, Georesources on 8 July 2019 after having acted in the position from November 2018. His professional experience in the mining and resources sector over the past 20 years includes environmental management, sustainability, project approvals, stakeholder engagement, government relations, and land and tenement management.

Shaun has a broad range of experience in both the private and public sectors. His success in resources sector operational and management roles throughout regional Queensland has strengthened and refined his strategic leadership style.

He has worked at all stages of the resource sector lifecycle with an Australian-based global resources company, facilitating environmental approvals, planning and tenure approvals, and environmental management services, as well as executing business strategies during mine development and production stages.

Shaun holds a Bachelor of Engineering (Environmental) from Griffith University, Brisbane.

Brenda Parker, Deputy Director-General, Business and Corporate Partnership

In July 2013, Brenda commenced as Deputy Director-General, Business and Corporate Partnership.

Brenda is responsible for leading and managing effective and efficient corporate services within an evolving service delivery environment across multiple agencies.

Prior to this role, Brenda led the Corporate Services Renewal Taskforce at the Public Service Commission, which was responsible for identifying and implementing recommendations to improve how corporate services are delivered across all government agencies.

Brenda has more than 25 years' experience in the public sector, including key leadership roles in the provision of corporate services, and has a wealth of experience and professional qualifications in human resources, workplace health and safety, rehabilitation and risk management.

Chantal Llorca, Executive Director, Communication

Chantal began in this role in January 2017. Chantal has over 20 years' experience across communication, engagement and policy at both state and federal government levels.

Prior to working as a senior leader in the Queensland Government, Chantal led the internal operations planning for Australia's hosting of the G20 and delivered critical social policy reform in the Indigenous Affairs portfolio of the Department of Prime Minister and Cabinet.

Chantal spent several years as an officer in the Australian Defence Force providing strategic communications advice and public relations support across the Australian Army, which included deployments to Afghanistan, Iraq, Solomon Islands and several humanitarian disasters overseas.

Chantal is committed to delivering outcomes and innovation through high levels of engagement and collaboration. She has a degree in communication.

Katrina Platt, Chief Finance Officer and Executive Director, Finance and Corporate Operations

With more than 20 years of public sector experience, and over a decade as a Chief Finance Officer and corporate leader, Katrina is a passionate advocate for innovation in public sector financial and corporate services.

Her driving priorities remain demystifying finance for public sector leaders, and building capability and confidence in enabling technologies and efficient program and project management.

Never shying away from a challenge, she has led significant digital implementations and structural realignments across her career to ensure her corporate areas are seen as not just service providers but as key business partners in end-to-end service delivery. Katrina has worked across corporate areas as well as operational policy and service delivery.

Celia Venables, Executive Director, Human Resources, and Aboriginal and Torres Strait Islander Futures

Celia was appointed as the Executive Director, Human Resources in September 2013. Celia has more than 17 years' experience in the public sector across various government agencies and has provided leadership across strategic human resources, transformational change, organisational development and design as well as workplace health and safety and strategic communications.

She is an experienced executive coach and mediator. Prior to working for the government, Celia held executive roles within New South Wales private sector, with responsibility for business development, stakeholder engagement and business analytics.

Celia is a member of the Australian Human Resources Institute and Queensland Public Sector Strategic Workforce Council.

BOARD RESPONSIBILITIES

The board's responsibilities are to:

- define and oversee the implementation of the department's strategic plan
- monitor the department's delivery of results
- establish, oversee and monitor the department's risk management agenda
- demonstrate strong ethical leadership, model the department's leadership principles and minimise the opportunity for misconduct
- establish, oversee and monitor the department's safety and wellbeing cultural agenda
- ensure staff are well informed and operate according to the public sector values, the code of conduct, and workplace health and safety legislation
- lead the organisation's culture and way of operating as part of the Queensland public sector
- oversee and approve the department's investments and the strategic allocation of resources
- monitor the department's financial and non-financial performance
- collectively, and as individuals, speak for the board as a whole in relation to representing the department.

The board maintains a governance structure, with the board, the Audit and Risk Committee, and three board sub-committees providing leadership and direction.

As at 30 June 2021, the sub-committees were the Data and Digital Sub-Committee, the Portfolio Investment Sub-Committee and the Information Security Sub-Committee.

During 2020–21, the Safety and Wellbeing Sub-Committee and the Organisation and Workforce Capability Sub-Committee ceased and the board and governance structure was refreshed for the newly established Department of Resources.

Audit and Risk Committee

Responsibilities are to:

- review, monitor and provide advice around the implementation of the department's risk framework
- oversee audit acquittal.

Data and Digital Sub-Committee

Responsibilities are to:

- drive the digital strategy around data sharing, data assets, potential of our assets and capability
- recommend on data, security and digital investments to deliver the department's strategies and monitor resulting initiatives.

Portfolio Investment Sub-Committee

Responsibilities are to:

- build a culture of high performance, accountability and responsibility
- define and manage performance standards
- make decisions around project investment.

Information Security Sub-Committee

Responsibilities are to:

- ensure the department addresses its information security obligations
- ensure the performance of the information management system through compliance with relevant legislation, regulation, policy and IS18:2018 Information Security Policy.

GOVERNMENT BODIES

The department has relationships with numerous government bodies—entities with decision-making powers established either by an Act of Parliament or by a decision of executive government.

For a list of the government bodies required to report through the department's annual report (including their functions, achievements and member remuneration), refer to Appendix 2.

The following government bodies relevant to the department report their information requirements separately through their own annual reports.

- Gasfields Commission
- Land Access Ombudsman
- Surveyors Board of Queensland
- Valuers Registration Board of Queensland.

PUBLIC SECTOR ETHICS ACT

In 2020–21, the department continued to provide comprehensive online training for inductees on the code of conduct and the ethics principles of the *Public Sector Ethics Act 1994*. The department's compulsory fraud and corruption prevention training was also offered to staff through its learning management system, iLearn.

On 16 July 2020, the Premier introduced the Public Service and Other Legislation Amendment Bill 2020 into Parliament, which received assent and came into effect on 14 September 2020. This advanced the first stage of reforms arising from the report, *A Fair and Responsive Public Service for All* (the Bridgman Review). In support of these reforms, the department communicated to all staff the implementation as follows:

- Appeals
- Independent medical examinations
- Recruitment and selection
- Positive performance management
- Individual employee grievances
- Casual employment
- Temporary employment
- Suspension
- Discipline
- Workplace investigations
- Appointing a public service employee to a higher classification level.

HUMAN RIGHTS ACT IMPLEMENTATION

The department actively applies the *Human Rights Act 2019* (HRA).

The HRA respects, protects and promotes 23 fundamental human rights, and the inherent dignity and worth of all human beings, especially the most vulnerable in our community.

As public service employees, we must consider the impact of our decisions and actions on the human rights of Queenslanders and understand how the HRA applies to our day-to-day work, particularly when dealing with the public or each other.

The department actively promotes and implements the HRA through the following actions:

- continuing the Human Rights Steering Committee, established by the former Department of Natural Resources, Mines and Energy in 2019, to oversee the department's response to the HRA. The committee operates as a forum that manages and monitors the department's activities including endorsing various policy implementation and operational processes
- reviewing the department's human rights coordination team, also established by the former Department of Natural Resources, Mines and Energy. The coordination team was initially an operational committee created during implementation to monitor, guide and build capability for working with the HRA. The team is being assessed to best adapt to the ongoing role of guiding Department of Resources officers in their work and compatibility with the HRA
- continuing to develop specific guidance material for officers to use when completing assessments and making decisions under the HRA. Specifically, a draft strategy is currently being reviewed that will guide officers in their work where the rights of Aboriginal peoples and Torres Strait Islander peoples are engaged. Resources is also committed to supporting Aboriginal employees and Torres Strait Islander employees by strengthening internal policies to better support their rights and cultural expertise
- identifying and progressing proposed actions that address the results of the department's legislation review for compatibility with the HRA
- disseminating information via the human rights intranet page and communications distribution networks, which includes links to training, department advice, guides, [Queensland Human Rights Commission](#) and [forgov](#) web pages
- continuing mandatory online human rights training across the department for all staff to gain knowledge and understanding of the HRA. The department has increased the completion rate for this training from 75 per cent at 1 July 2020 to 96 per cent in June 2021. Departmental officers continue to access other training, forums and information session opportunities offered by the [Office of the Queensland Ombudsman](#), the [Department of Justice and Attorney-General](#) and the Queensland Human Rights Commission.

OUR VALUES

The department has its own guiding principles, which are underpinned by the Queensland public service values. Our guiding principles set the cultural expectations for the department.



CUSTOMERS FIRST

- Know your customers
- Deliver what matters
- Make decisions with empathy



IDEAS INTO ACTION

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



UNLEASH POTENTIAL

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



BE COURAGEOUS

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



EMPOWER PEOPLE

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

OUR GUIDING PRINCIPLES



PROACTIVE

We take timely action, deliver on our promises and are responsive when issues arise



COURAGEOUS

We stand up for what we believe is right, have a go and act with conviction



PRAGMATIC

We find workable solutions, knowing that compromise can lead to outcomes



COLLABORATIVE

We know that to go far, you have to go together, with each other, our stakeholders and other departments



RESILIENT

We accept that we don't always win, but we move forward and we always prioritise wellbeing



RESPECTFUL

We value diversity, enable careers and look out for one another. We include the voices of many, particularly our Aboriginal and Torres Strait Islander communities

CHAPTER FIVE

GOVERNANCE:
**RISK MANAGEMENT
AND ACCOUNTABILITY**

The department is committed to working collaboratively both within government and with the community to achieve our strategic objectives and the Queensland Government's objectives for the community. Effective risk management practices underpin the delivery of our services at all levels: strategic, business and operational. This enables us to ensure that strategic risks, or risks to the successful delivery of our services, are identified and managed.

The department recognises that risk is characterised by both threat and opportunity, and manages risk to enhance opportunities and reduce threats that may impact on the department's business plans and strategies.

The department's approach to risk management is based on the Australian Risk Management Standard (AS/NZS ISO 31000: 2018 Risk Management—Guidelines) and Queensland Treasury's *A Guide to Risk Management: July 2011*.

The Risk Management Framework, which includes the Risk Management Policy, Risk Management Guideline and Safety Management and Risk Tool, SMART, are reviewed at least every two years to ensure that risk management is effective and continues to support organisational performance. The framework documents and SMART tool were reviewed, updated and endorsed during the period.

The Audit and Risk Committee and the board had oversight of risk management activities within the department. Existing risks were monitored, reviewed and reported on as part of the regular review processes. As a result of machinery-of-government changes and a new strategic plan, new strategic risks were identified, and a new risk appetite statement developed.

Online and in-office training across the department assisted with ensuring that there was a consistent, appropriate application of the Risk Management Framework, and assisted in increasing the level of risk awareness across the department.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee met twice as at 30 June 2021. The responsibilities of the committee are defined in the Audit and Risk Committee Charter, which was considered by the committee at its first meeting on 22 April 2021. Under this charter, the committee is directly responsible to the Director-General and, in discharging its responsibilities, has the authority to:

- conduct or authorise investigations into matters within its scope of responsibility
- access information, records and personnel of the department for such purpose
- request the attendance of any employee, including executive staff, at committee meetings
- conduct meetings with the department's internal auditors and external auditors, as necessary
- seek advice from external parties, as necessary.

The committee provides governance oversight and advice to the Director-General in relation to all aspects of its responsibilities and acts as a forum for dialogue between the Director-General, senior management, Internal Audit, and the Queensland Audit Office.

The functions and role of the committee do not diminish the statutory and regulatory duties and responsibilities of the Director-General, nor do they detract from management's responsibilities in relation to corporate governance, internal control, fraud prevention and risk management.

Membership

The committee members are:

- Debbie Best, independent external member (Chair)
- Dan Hunt, independent external member
- Brenda Parker, Deputy Director-General, Business and Corporate Partnership
- Shaun Ferris, Deputy Director-General, Georesources.

The committee's two external members received a combined total remuneration of \$4800 (excluding GST) for their role on the committee during 2020–21.

INTERNAL AUDIT SERVICES

Internal Audit supports the Resources Audit and Risk Committee by evaluating financial and operational systems, reporting processes and activities. It provides independent assurance and advice to the Director-General, senior management and the Audit and Risk Committee. Internal Audit enhances the department's corporate governance environment through an objective, systematic approach to evaluating the effectiveness and efficiency of corporate governance processes, internal controls, risk assessment and management practices. Its function is independent of management and external auditors. This aligns with the roles and responsibilities detailed in the *Financial Accountability Act 2009*.

PricewaterhouseCoopers (PwC) was appointed to deliver the internal audit function through an outsourced arrangement on 26 February 2021. This arrangement was an extension of the arrangement that was previously in place with the former Department of Natural Resources, Mines and Energy until the machinery-of-government changes that occurred on 12 November 2020. Internal audit services are delivered in accordance with the department's Internal Audit Charter and ethical standards, and the terms and conditions set out in a Service Order Agreement.

Internal Audit activities for the period 26 February 2021 to 30 June 2021 included:

- preparing a program of work, which considered risk assessments, materiality and contractual and statutory obligations
- delivering internal audit reviews in accordance with the Internal Audit Plan and provision of reports on results of these internal audits to the Audit and Risk Committee and Director-General
- monitoring and reporting on the implementation status of internal and external audit recommendations to the Audit and Risk Committee (management is responsible for implementation of audit recommendations)
- liaising with Queensland Audit Office to ensure there was no duplication of 'audit effort'
- supporting management by providing advice on corporate governance and related issues.

EXTERNAL SCRUTINY

Queensland Government agencies can be reviewed or audited by a number of different authorities and bodies, including the Queensland Audit Office, parliamentary committees, the Crime and Corruption Commission, the Queensland Ombudsman, the Information Commissioner Queensland and the Office of the State Coroner.

PARLIAMENTARY COMMITTEES

In 2020–21, the Transport and Resources Committee considered the 2019–20 Annual Reports for those agencies within its area of portfolio responsibility.

On 19 April 2021, the committee held a public briefing to consider the relevant sections of the 2019–20 Annual Report of the Department of Natural Resources, Mines and Energy that apply to the portfolio of the Minister for Resources.

The purpose of the public briefing was to enable the committee to raise any questions it had in relation to the relevant sections of the former department's annual report and to enable the department to provide an update to the committee on the new Department of Resources structure and arrangements.

QUEENSLAND AUDIT OFFICE

The following report was tabled in Parliament during the year that was relevant to the operations of the department:

The QAO's Annual Report Results of Financial Audits—State Finances: 2020 (Report 15: 2020–21) was tabled in Parliament on 18 March 2021 and examined the consolidated position of the Queensland Government and associated financial statements.

INFORMATION SYSTEMS

The department continues to operate, maintain and develop a range of information systems to support services, initiatives and corporate operations. Highlights and major achievements include:

- **Spatial applications**

The department has a range of applications managing and providing access to the foundation spatial information of the state (e.g., imagery, property addresses, cadastral parcels, watercourses, roads, elevation, geodesy, administrative boundaries and place names). During 2020–21 a new roadmap for the applications required to manage the spatial information and deliver the information was produced. This roadmap provides a plan for application replacement and/or refresh over the next three years providing clarity on how applications will evolve to meet the changing needs of customers and departmental responsibilities.

- **Integrated Customer and Revenue Project—Stage 2**

Stage 2 of the department's Integrated Customer and Revenue Management (ICRM) Project was successfully delivered in March 2021.

This stage included integrating the department's finance system with its customer facing [MyMinesOnline](#) platform to streamline financial processes relating to mining applications and tenures, and the introduction of a modern, user-friendly cash desk receipting system in 26 locations across the state.

The ICRM Project has been driven by the department's commitment to delivering a modern, enterprise-class, integrated customer and revenue management solution to enhance and streamline business processes such as billing and invoicing, banking and receipting, debt management, and reporting, and replace at-risk receipting systems.

- **Geoscience Data Modernisation Project**

The Geoscience Data Modernisation Project (GDMP) was completed in December 2020 and has transformed data and information management systems of GSQ. Open data critical for resource exploration activities is now readily available for download via the [GSQ Open Data Portal](#).

The cloud-based system, which includes the GSQ Open Data Portal and [GSQ Lodgement Portal](#), went live in August 2020 and has received much positive feedback on the ease of use and the ability for customers to find and access the data they need.

- **MERLIN decommissioning**

Two key projects were completed, resulting in systems and functions which replace the core business functionality of the department's legacy MERLIN system:

- Geoscience Data Modernisation Project developed the Geoscience Open Data Portal, assuming all Geoscience data functions from MERLIN. The system went live in August 2020
- the Integrated Customer and Revenue Project (ICRM) replaced finance modules from MERLIN and commissioned solutions in the SAP 4/HANA system in March 2021.

The projects enabled the removal of all business and data dependencies on the MERLIN system, allowing for full decommissioning.

RECORDKEEPING

The department has a comprehensive records management framework that is consistent with the *Public Records Act 2002*, *Public Service Act 2008* and the Queensland State Archives Records Governance Policy.

The framework includes:

- appraisal and disposal programs
- recordkeeping policies
- management of legacy paper records (both internal and offsite)
- digital delivery of legacy records
- electronic document and records management systems
- records training and support
- records appraisal of business systems
- an active program of transfers to Queensland State Archives.

Records are held in the corporate document and records management system (eDOCS) in file structures with appropriate security access according to the Information Security Policy. There have been no serious security breaches of this system.

Our Digital Recordkeeping Futures plan outlines the key strategic directions for recordkeeping in the department. The department continues to identify high-value records from business systems and other technologies for automatic capture into the corporate recordkeeping system to ensure the security, integrity and preservation of the records.

In 2020–21, 85 boxes of records were transferred to offsite storage, compared to 703 boxes in 2019–2020, showing a decline in offsite storage as the transition to digital recordkeeping increases.

Departmental records are covered by a number of approved retention and disposal schedules:

- Energy QDAN 730
- Mining QDAN 737
- Water QDAN 738
- Land QDAN 739.

A proactive appraisal and disposal program has been established and 586 boxes of expired records have been destroyed this financial year.

INFORMATION SECURITY ATTESTATION

During the mandatory annual information security reporting process, the Director-General attested to the appropriateness of the information security risk management within the department to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and the department's information security risk position.

CHAPTER SIX

GOVERNANCE:
**HUMAN
RESOURCES**STRATEGIC WORKFORCE PLANNING
AND PERFORMANCE**WORKFORCE PROFILE**

The Queensland public sector quarterly workforce profile (based on Minimum Obligatory Human Resource Information data, as at fortnight ending 18 June 2021) showed:

- the department had 1463.03 full-time equivalent staff. This figure includes Titles Registry staff who transitioned to Titles Queensland on 18 June 2021
- the department had a (6-month) permanent separation rate of 3.23 per cent. The 12-month permanent separation rate is not available for the Department of Resources.

STRATEGIC WORKFORCE PLANNING

The department undertakes annual strategic workforce planning to continuously evaluate the capability, capacity and culture of the workforce to ensure it is in the best possible position to deliver its organisational objectives, now and in the future. This includes understanding the broad economic, environmental, political, legal, social and technological trends that are likely to change and influence the demand for and the nature of services we may be required to provide in the future.

Our annual workforce plan helps inform a number of workforce initiatives and strategies designed to grow the right skills and ensure the right people are in the right areas at the right time.

Resources contribution to pandemic response

Department of Resources employees contributed to the COVID-19 pandemic response by:

- continuing to deliver essential services in line with normal arrangements
- performing different work within the department to help respond to emerging need
- performing work in another agency through the whole-of-sector Queensland Government COVID-19 Employee Mobilisation Service
- performing work through the Community Recovery Ready Reserves
- performing work at the State Disaster Coordination Centre, both physically and virtually.

PERFORMANCE AND CAPABILITY FRAMEWORK

Capability framework

Our capability framework encompasses the Public Service Commission's Leadership Competencies for Queensland, role-specific capabilities and departmental cultural expectations. This framework complements our guiding principles and aligns with our strategic objectives.

To attain a workplace culture of professionalism and a workplace that delivers results, we continue to use established resources, such as performance and development agreements, code of conduct training, and professional excellence training.

Employee inductions

The department's induction program has transitioned from a two-day face-to-face program to an integrated online platform to ensure that all new employees have access to the program. The onboarding program supports our employees to meet their obligations and responsibilities as public servants and as employees of our department.

The training has a comprehensive overview of the department's strategic objectives, divisions and operations, and showcases the varied nature of the department's work and expertise. The program provides for conversations around cultural expectations and highlights the benefits of working at the Department of Resources.

Department of Resources, our department, our people, our opportunity

The department is implementing the [Queensland Public Sector Inclusion and Diversity Strategy 2021–2025](#), with courageous leadership, respect and fairness at the core of everything it does.

All staff are encouraged to look at inclusion and diversity as our opportunity to make a difference. Our peoples' needs are at the heart of our decision making. Everyone is accountable, as staff work together to achieve mutual goals.

Through courageous leadership, we are inspired to continue building a culture of inclusion, by empowering our people, breaking down barriers, and creating opportunities.

Our inclusion and diversity strategy focuses on the main areas of leadership and accountability, human capital investment and system levers. The department endorses this approach and is confident it can achieve a diverse and inclusive workplace by:

- engaging its leaders to commit to and drive cultural change
- creating a respectful workplace culture
- increasing productivity and capability
- improving employee attraction and retention
- increasing awareness and engagement
- allowing a greater understanding of our customers, partnerships and the networks in the community.

The department supports the Queensland Government's commitment to providing equal opportunities for women, youth, Aboriginal peoples and Torres Strait Islanders, people from non-English speaking backgrounds and people with disabilities.

Integral in helping us deliver on our commitment to inclusion and diversity are the action groups championed by staff. These include:

- Proudly Me—a group that champions a safe, respectful and inclusive culture where lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) employees can proudly be themselves in the department.
- All Abilities—a group that assists in identifying barriers and developing strategies to better support, attract and retain employees with a disability.

The Aboriginal and Torres Strait Islander Futures Team continued to implement our Aboriginal and Torres Strait Islander cultural capability strategy 2016–2020 and action plan (2019–2020), which includes the Queensland Government Reconciliation Action Plan commitments.

To continue to build our cultural awareness and a more culturally agile work environment, our 'Building on the strengths of our stories' program was delivered to staff across the state in virtual format.

The IMPACT Indigenous Mentoring Program, Indigenous Pathways Traineeship Program and IMPACT Leadership Program are other key programs of this strategy.

The Career Pathways Service continued to be rolled out and provided training for eight Aboriginal and Torres Strait Islander staff.

The department continued to celebrate key events for NAIDOC and National Reconciliation Week, with virtual programs such as speaker series with Aunty Rose Elu, cooking and art classes, and movie screening for staff.

Safety and wellbeing

The department is committed to providing all employees, volunteers and contractors with a workplace that is free from harm. We encourage a culture that highlights safety and wellbeing as an absolute priority.

It uses best-practice governance and risk management processes to identify and manage hazards associated with work-related activities. It has a particular focus on understanding its psychosocial risk profile and continues to make improvements in this area.

Bystander Intervention Awareness Program

The department has continued to deliver its Bystander Intervention Awareness program in partnership with Griffith University's MATE Bystander Program.

The Bystander Intervention Awareness program provided the tools and resources required to create inclusive, safe and equal homes, workplaces and communities for all people, and articulates the responsibility of individuals in achieving this.

The program was offered to all employees as a mandatory awareness program. To allow for continuation of delivery through COVID-19, it was redesigned to be delivered via a virtual platform.

This continues to be leading-edge and has received recognition from across government and the private sector.

SMART

To help the department achieve its health and safety objectives, it continued to utilise its Integrated Safety Management System, SMART. The tool acts as a central repository for the department's safety-related information and allows key stakeholders, including board members, to detail precise and accurate performance data.

The advances made throughout the year in SMART include the utilisation of SMART to facilitate COVID-19 reporting requirements and the introduction of a module to record risks associated with remote and isolated travel.

Workplace wellbeing initiatives

In 2020–21, the focus of the department's wellbeing program was to support its people through a holistic wellbeing program that centres on financial, psychological and physical wellbeing, as well as social connections.

Supported by a staff network of mental health first aiders and wellbeing ambassadors across the state, the department delivered a range of wellbeing programs and initiatives including:

- flu vaccinations
- Fitness Passport (a state-wide fitness program partnership)
- My Health for Life (a program aimed at reducing the risk of developing chronic illness and disease)
- R U OK? Day
- Queensland Mental Health Week
- Australian Red Cross Blood Donation Challenge
- Employee Assistance Program.

The department also rolled out an Indigenous mental health first aid program to better support its Aboriginal employees and Torres Strait Islander employees, and to understand the impact of intergenerational trauma and domestic and family violence.

Staff Alliance—a staff welfare fund that provides confidential financial and non-financial support to employees and their dependants in times of need—also continued in 2020–21.

EMPLOYEE ASSISTANCE PROGRAM

The department continued its Employee Assistance Program (EAP) partnership with Benestar. The service provider offered employees access to services in the areas of individual wellbeing, organisational performance, incident management, workforce wellness and support for employees affected by domestic and family violence.

As part of the EAP, the department has engaged the services of Gallang Place, an Aboriginal peoples and Torres Strait Islander counselling service with expertise in trauma-informed practice. This service is available to all Indigenous staff.

INDUSTRIAL AND EMPLOYEE RELATIONS

Our human resource framework

The department has a contemporary human resource management framework, which includes a suite of resources on employee entitlements and how employees can resolve workplace issues. It proactively distributes the information to managers and employees, and provides assistance to ensure employees are receiving their correct entitlements.

During the year, the department continued to refine and update these resources to ensure managers and employees have the knowledge and tools to understand industrial entitlements and processes, particularly with the general protections regime, appeal rights, conversion of fixed-term temporary and casual employees to permanent status, conversion to a higher classification level, and the application process and disputes procedure for flexible working arrangements.

Agency Consultative Committee

The department held ongoing consultative discussions with Together Queensland, Industrial Union of Employees, and Professionals Australia through regular formalised meetings of the Agency Consultative Committee.

Essentially, the role of the Agency Consultative Committee is to ensure that the department implements and complies with all relevant arrangements under the *Industrial Relations Act 2016*, *Public Service Act 2008* and State Government Entities Certified Agreement 2019, with particular focus on current and emerging industrial issues, workforce strategy and organisational change issues.

EARLY RETIREMENT, REDUNDANCY AND RETRENCHMENT

No redundancy, early retirement or retrenchment packages were paid during the period.

OPEN DATA

The department has now released 215 datasets comprising 1158 individual data resources.

For annual reporting purposes, the following datasets are also available on the Queensland Government data website at www.data.qld.gov.au:

- consultancies
- Queensland language services policy.

An overseas travel expenditure report for the 2020–21 reporting year was not required due to overseas travel not being undertaken by any officers of the department.



FINANCIAL STATEMENTS

30 JUNE 2021

TABLE OF CONTENTS

Financial Statements	Statement of Comprehensive Income		Page 48		
	Statement of Comprehensive Income by Major Departmental Services		Page 49		
	Statement of Financial Position		Page 50		
	Statement of Assets and Liabilities by Major Departmental Services		Page 51		
	Statement of Changes in Equity		Page 52		
	Statement of Cash Flows		Page 53		
	Administered Statement of Comprehensive Income		Page 55		
	Administered Statement of Comprehensive Income by Major Departmental Services		Page 56		
	Administered Statement of Financial Position		Page 57		
	Administered Statement of Assets and Liabilities by Major Departmental Services		Page 58		
Notes to the Financial Statements	Section 1 About the department and this financial report	A1	Basis of Financial Statement Preparation	Page 59	
		A2	Department Objectives and Major Departmental Services	Page 60	
		A3	Machinery-of-government Changes	Page 61	
	Section 2 Notes about our Financial Performance	B1	Revenue		Page 64
			B1-1	Appropriation Revenue	Page 64
			B1-2	User charges and fees	Page 64
			B1-3	Grants and contributions	Page 65
		B2	Expenses		Page 66
			B2-1	Employee expenses	Page 66
			B2-2	Supplies and services	Page 67
			B2-3	Grants and subsidies	Page 67
	Section 3 Notes about our Financial Position	C1	Cash and cash equivalents		Page 69
			Receivables		Page 69
		C2-1	Impairment of Receivables		Page 69
			Property, Plant, Equipment and Related Depreciation		Page 72
			C3-1	Balances and Reconciliation of Carrying Amount	Page 72
		C3-2	Accounting Policies		Page 74
			Measurement of Property, Plant and Equipment		Page 75
		C4	Intangible Assets		Page 76
			C4-1	Balances and Reconciliation of Carrying Amount	Page 76
		C4-2	Accounting Policies		Page 77
			Payables		Page 77
		C6		Accrued employee benefits	Page 78
		C7		Other liabilities	Page 78
		C8		Equity	Page 78
		C8-1		Appropriations recognised in Equity	Page 78
		C8-2		Asset Revaluation Surplus by Asset Class	Page 79

For the Year Ended 30 June 2021

TABLE OF CONTENTS (continued)

Notes to the Financial Statements (continued)	Section 4 What we look after on behalf of whole-of-Government and third parties	D1	Administered Activities	Page 80
		D2	Reconciliation of Payments from Consolidated Fund	Page 80
		D3	User charges and fees	Page 81
		D4	Property and other Territorial Revenue	Page 81
		D5	Other revenue	Page 81
		D6	Grants and subsidies	Page 81
		D7	Other expenses	Page 82
		D8	Receivables	Page 82
		D8-1	Impairment of Receivables	Page 83
		D9	Property, Plant, Equipment and Related Depreciation	Page 85
		D9-1	Balances and Reconciliation of Carrying Amount	Page 85
		D9-2	Measurement of Property, Plant and Equipment	Page 86
		D10	Payables	Page 87
		D11	Proposals and deposits	Page 87
D12	Other liabilities	Page 87		
D13	Asset Revaluation Surplus by Asset Class	Page 88		
D14	Trust transactions and balances	Page 88		
Section 5 Notes about Risks and Other Accounting Uncertainties	E1	Fair Value Measurement	Page 89	
	E1-1	Accounting policies and inputs for fair values	Page 89	
	E1-2	Basis for fair value measurement	Page 89	
	E1-3	Level 3 Fair Value Measurement – Significant valuation inputs and impacts	Page 92	
	E2	Financial Risk Disclosures	Page 92	
	E2-1	Financial Instruments Categories	Page 92	
	E2-2	Financial Risk Management	Page 93	
	E3	Contingencies	Page 94	
	E4	Capital Commitments	Page 94	
	E5	Future Impact of Accounting Standards Not Yet Effective	Page 94	
Section 6 Notes about our Performance compared to Budget	F1	Budgetary Reporting Disclosures	Page 95	
	F1-1	Explanation of Major Variances – Comprehensive Income	Page 95	
	F1-2	Explanation of Major Variances – Administered Comprehensive Income	Page 96	
Section 7 Other Information	G1	Key Management Personnel (KMP) Disclosures	Page 97	
	G2	Related Party Transactions	Page 101	
	G3	First Year Application of New Accounting Standards or Change in Policy	Page 101	
	G3-1	AASB 1059 <i>Service Concession Arrangements: Grantors</i>	Page 101	
	G4	Prior period adjustments and errors	Page 102	
	G5	Taxation	Page 103	
	G6	Climate Risk Disclosure	Page 103	
Certification		Management Certificate	Page 104	

STATEMENT OF COMPREHENSIVE INCOME

	Notes	2021 Actual ⁽¹⁾ \$'000	2021 Original Budget ⁽²⁾ \$'000	Budget Variance ⁽³⁾ \$'000	2020 Actual \$'000
Income					
Appropriation revenue	B1-1	306,626	328,703	(22,077)	478,614
User charges and fees	B1-2	66,203	56,999	9,204	131,038
Grants and contributions	B1-3	14,827	11,900	2,927	13,236
Other revenue	B1-4	6,059	5,797	262	2,806
Total Income		393,715	403,399	(9,684)	625,694
Expenses					
Employee expenses	B2-1	201,236	232,275	(31,039)	288,676
Supplies and services	B2-2	105,292	108,774	(3,482)	177,089
Grants and subsidies	B2-3	51,342	44,038	7,304	113,761
Depreciation and amortisation	C3-1 C4-1	18,002	14,084	3,918	16,014
Other expenses	B2-4	4,454	4,228	226	19,630
Total Expenses		380,326	403,399	(23,073)	615,169
Operating Result		13,389	..	13,389	10,525
OTHER COMPREHENSIVE INCOME					
Items not reclassified to Operating Result					
Increase/(decrease) in asset revaluation surplus	C3-1	3,022	..	3,022	4,250
Total Other Comprehensive Income		3,022	..	3,022	4,250
TOTAL COMPREHENSIVE INCOME		16,411	..	16,411	14,775

⁽¹⁾ As a result of Administrative Arrangements Order (No.2) 2020 dated 12 November 2020, effective from 1 December 2020, the Department of Natural Resources, Mines and Energy was renamed the Department of Resources. The machinery-of-government change included the transfer out / in of some functions. Details of the transfers are outlined in Note A3.

⁽²⁾ Original Budget figures for the financial year, as published in the original Service Delivery Statement (SDS) tabled in Parliament.

⁽³⁾ An explanation of major variances is included in Note F1-1.

The accompanying notes form part of these financial statements.

STATEMENT OF COMPREHENSIVE INCOME BY MAJOR DEPARTMENTAL SERVICES

	Minerals and Energy Resource		Natural Resources Management		Energy Services ⁽¹⁾		Corporate Partnerships ⁽²⁾		TOTAL	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Income										
Appropriation revenue	94,717	99,360	201,782	345,941	7,717	30,793	2,409	2,521	306,626	478,614
User charges and fees	4,150	78,892	62,019	52,120	34	26	66,203	131,038
Grants and contributions	766	985	7,072	5,388	6,989	6,863	14,827	13,236
Other revenue	..	1,036	(1,306)	1,731	7,365	39	6,059	2,806
Total Income	99,633	180,273	269,567	405,179	22,105	37,721	2,409	2,521	393,715	625,694
Expenses										
Employee expenses	41,504	85,169	150,205	184,945	7,203	16,140	2,323	2,422	201,236	288,676
Supplies and services	34,873	73,582	68,216	91,927	2,117	11,481	86	99	105,292	177,089
Grants and subsidies	11,670	2,512	27,431	101,503	12,241	9,746	51,342	113,761
Depreciation and amortisation	8,013	7,169	9,831	8,715	159	130	18,002	16,014
Other expenses	1,227	2,429	3,090	17,058	137	143	4,454	19,630
Total Expenses	97,287	170,861	258,773	404,149	21,857	37,639	2,409	2,521	380,326	615,169
Operating Result	2,346	9,412	10,794	1,030	248	82	13,389	10,525
OTHER COMPREHENSIVE INCOME										
Items not reclassified to Operating Result										
Increase/(decrease) in asset revaluation surplus	2,868	4,015	154	233	..	3	3,022	4,250
Total Other Comprehensive Income	2,868	4,015	154	233	..	3	3,022	4,250
TOTAL COMPREHENSIVE INCOME	5,215	13,427	10,947	1,263	248	85	16,411	14,775

⁽¹⁾The Energy service was no longer a service of the department following the machinery-of-government change effective from 1 December 2020.

Refer to note A3 for details of the machinery-of-government changes.

⁽²⁾ Income and expenses attributed to other agencies through corporate partnership activities are shown separately and not allocated across department services. Refer to Note A2 for Major Departmental Services

	Notes	2021 Actual ⁽¹⁾ \$'000	2021 Original Budget ⁽²⁾ \$'000	Budget Variance ⁽²⁾ \$'000	2020 Actual \$'000
Current Assets					
Cash and cash equivalents	C1	78,989	141,195
Receivables	C2	19,546	16,045
Other current assets		2,459	3,676
Land held for sale		1,110	440
Total Current Assets		102,104	161,356
Non-Current Assets					
Property, plant and equipment	C3	100,496	235,980
Intangible assets	C4	34,255	42,533
Total Non-Current Assets		134,751	278,514
Total Assets		236,855	439,870
Current Liabilities					
Payables	C5	23,196	43,742
Accrued employee benefits	C6	9,568	14,803
Other current liabilities	C7	13,278	30,982
Total Current Liabilities		46,042	89,527
Total Liabilities		46,042	89,527
Net Assets		190,813	350,343
Equity					
Contributed equity		146,722	322,663
Accumulated surplus/(deficit)		(7,294)	(20,683)
Asset revaluation surplus	C8-2	51,385	48,364
Total Equity		190,813	350,343

⁽¹⁾ As a result of Administrative Arrangements Order (No.2) 2020 dated 12 November 2020, effective from 1 December 2020, the Department of Natural Resources, Mines and Energy was renamed the Department of Resources. The machinery-of-government change included the transfer out / in of some functions. Details of the transfers are outlined in Note A3.

⁽²⁾ The department was not required to include a budgeted statement of financial position in the published Service Delivery Statement (SDS) tabled in Parliament for the 2020-21 financial year.

The accompanying notes form part of these financial statements.

STATEMENT OF ASSETS AND LIABILITIES BY MAJOR DEPARTMENTAL SERVICES

	Minerals and Energy Resources		Natural Resource Management		Energy Services ⁽¹⁾		TOTAL	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current Assets								
Cash and cash equivalents	20,794	34,229	58,195	98,055	..	8,912	78,989	141,195
Receivables	4,323	2,740	15,223	12,605	..	700	19,546	16,045
Other current assets	534	984	1,925	2,611	..	81	2,459	3,676
Land held for sale	1,110	440	1,110	440
Total Current Assets	25,651	37,953	76,453	113,712	..	9,693	102,104	161,356
Non-Current Assets								
Property, plant and equipment	61,618	106,146	38,878	129,604	..	231	100,496	235,981
Intangible assets	16,824	18,980	17,431	22,829	..	724	34,255	42,533
Total Non-Current Assets	78,442	125,126	56,308	152,433	..	955	134,751	278,514
Total Assets	104,094	163,079	132,761	266,145	..	10,647	236,855	439,870
Current Liabilities								
Payables	9,904	9,454	13,292	31,840	..	2,448	23,196	43,742
Accrued employee benefits	2,072	4,404	7,497	9,564	..	835	9,568	14,803
Other current liabilities	3,536	5,910	9,742	25,070	..	2	13,278	30,982
Total Current Liabilities	15,511	19,768	30,531	66,474	..	3,285	46,042	89,527
Non-Current Liabilities								
Other non-current liabilities
Total Non-Current Liabilities
Total Liabilities	15,511	19,768	30,531	66,474	..	3,285	46,042	89,527
Net Assets	88,583	143,311	102,230	199,671	..	7,363	190,813	350,343

⁽¹⁾ The Energy service was no longer a service of the department following the machinery-of-government change effective from 1 December 2020. Refer to note A3 for details of the machinery-of-government changes.

Refer to Note A2 for Major Departmental Services

The accompanying notes form part of these financial statements.

	Notes	2021 ⁽¹⁾ \$'000	2020 \$'000
Contributed equity			
Balance as at 1 July		322,663	305,761
Transactions with owners as owners:			
Appropriated equity injections/(withdrawals)	C8-1	69,467	16,378
Net transfers in/(out) from other Queensland Government entities (MoG)	A3	(245,536)	..
Net transfers in/(out) from other Queensland Government entities (Other)	C3-1	128	..
Non-appropriated equity injections/(withdrawals)		..	524
Balance at 30 June		146,722	322,663
Accumulated surplus			
Balance as at 1 July		(20,683)	(42,861)
Net effect of changes in accounting policies/prior year adjustments	G3	..	11,653
Operating result		13,389	10,525
Balance at 30 June		(7,294)	(20,683)
Asset revaluation surplus			
Balance as at 1 July		48,364	44,114
Increase (Decrease) in Asset Revaluation Surplus	C8-2	3,022	4,250
Balance at 30 June		51,385	48,364
Total balance at 30 June		190,813	350,343

(1) As a result of Administrative Arrangements Order (No.2) 2020 dated 12 November 2020, effective from 1 December 2020, the Department of Natural Resources, Mines and Energy was renamed the Department of Resources. The machinery-of-government change included the transfer out / in of some functions. Details of the transfers are outlined in Note A3.

The accompanying notes form part of these financial statements.

	Notes	2021 Actual ⁽¹⁾ \$'000	2021 Original Budget ⁽²⁾ \$'000	Budget Variance ⁽²⁾ \$'000	2020 Actual \$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Inflows:					
Service appropriation receipts		296,866	499,055
User charges and fees		57,765	139,366
Grants and contributions		12,095	10,269
GST input tax credits from ATO		20,832	38,393
GST collected from customers		1,057	2,360
Other		7,792	815
Outflows:					
Employee expenses		(204,915)	(282,865)
Supplies and services		(109,062)	(205,990)
Grants and subsidies		(55,552)	(104,162)
GST paid to suppliers		(20,163)	(29,284)
GST remitted to ATO		(1,114)	(2,678)
Other		(2,526)	(4,169)
Net cash provided by/(used in) operating activities	CF-1	3,076	61,110
CASH FLOWS FROM INVESTING ACTIVITIES					
Inflows:					
Sales of property, plant and equipment		650
Outflows:					
Loans and advances made		(10,629)	11,223
Payments for property, plant and equipment		(54,817)	(23,501)
Payments for intangible assets		(4,287)	(8,049)
Payments for Local Management Arrangements separation		(14,135)
Net cash provided by/(used in) investing activities		(69,083)	(34,462)
CASH FLOWS FROM FINANCING ACTIVITIES					
Inflows:					
Equity injections		73,173	(1,770)
Non-appropriated equity injections		524
Outflows:					
Equity withdrawals		(3,706)	(3,706)
Net cash provided by/(used in) financing activities		69,467	(4,952)
Net increase/(decrease) in cash and cash equivalents		3,460	21,696
Increase (decrease) in cash and cash equivalents from restructuring		(65,667)
Cash and cash equivalents at beginning of financial year		141,195	119,498
Cash and cash equivalents at end of financial year	C1	78,989	141,195

⁽¹⁾ As a result of Administrative Arrangements Order (No.2) 2020 dated 12 November 2020, effective from 1 December 2020, the Department of Natural Resources, Mines and Energy was renamed the Department of Resources. The machinery-of-government change included the transfer out / in of some functions. Details of the transfers are outlined in Note A3.

⁽²⁾ The department was not required to include a budgeted statement of cash flow in the published Service Delivery Statement (SDS) tabled in Parliament for the 2020-21 financial year.

The accompanying notes form part of these financial statements.

NOTES TO THE STATEMENT OF CASH FLOWS
CF-1 Reconciliation of Operating Result to Net Cash Provided by Operating Activities

	2021	2020
	\$'000	\$'000
Operating result	13,389	10,525
Adjustment for Local Management Arrangement separation payment not forming part of operating activities	..	14,135
<i>Non-cash items included in operating result:</i>		
Asset revaluation (increment)/decrement	1,305	(425)
Impairment losses	26	83
Depreciation and amortisation expense	18,002	16,014
Goods and services (received)/provided below fair value
Net loss on disposal of property, plant and equipment	648	322
<i>Change in assets and liabilities</i>		
(Increase)/decrease in appropriation receivable	..	29,924
Increase/(decrease) in deferred appropriation payable to Consolidated Fund	(9,760)	(4,683)
(Increase)/decrease in other receivables	(3,514)	10,133
(Increase)/decrease in other current assets	1,923	(36)
(Increase)/decrease in prepayments	(181)	(1,012)
Increase/(decrease) in payables	(7,064)	(19,546)
Increase/(decrease) in accrued employee benefits	(5,235)	2,211
Increase/(decrease) in other liabilities	(7,075)	(5,865)
(Increase)/decrease in GST input tax credits receivables	669	9,364
Increase/(decrease) in GST payables	(57)	(33)
Net cash provided by operating activities	3,076	61,110

The accompanying notes form part of these financial statements.

ADMINISTERED STATEMENT OF COMPREHENSIVE INCOME

	Notes	2021 Actual ⁽¹⁾ \$'000	2021 Original Budget ⁽²⁾ \$'000	Budget Variance ⁽³⁾ \$'000	2020 Actual \$'000
Income					
Administered appropriation revenue	D2	210,313	214,119	(3,806)	522,986
User charges and fees	D3	444,890	358,953	85,937	347,933
Property and other territorial revenue	D4	118,018	137,997	(19,979)	148,758
Land transfers inwards		191,886	225,185	(33,299)	211,322
Other revenue	D5	4,419	5,733	(1,314)	44,056
Total Revenue		969,527	941,987	27,540	1,275,056
Gain on disposal of land		917	14,000	(13,083)	6,033
Total Income		970,443	955,987	14,456	1,281,089
Expenses					
Grants and subsidies	D6	216,730	254,848	(38,118)	560,491
Land transfers outwards		104,904	..	104,904	48,384
Other expenses	D7	6,819	9,676	(2,857)	92,338
Total Expenses		328,453	264,524	63,929	701,212
Net Operating Result before transfers to government		641,990	691,463	(49,473)	579,877
Transfers of administered item revenue to government		564,771	511,463	53,308	536,436
Operating Result		77,219	180,000	(102,781)	43,441
OTHER COMPREHENSIVE INCOME					
Items not reclassified to Operating Result					
Increase/(decrease) in asset revaluation surplus	D13	1,414,329	..	1,414,329	558,393
Total Other Comprehensive Income		1,414,329	..	1,414,329	558,393
TOTAL COMPREHENSIVE INCOME		1,491,548	180,000	1,311,548	601,834

⁽¹⁾ As a result of Administrative Arrangements Order (No.2) 2020 dated 12 November 2020, effective from 1 December 2020, the Department of Natural Resources, Mines and Energy was renamed the Department of Resources. The machinery-of-government change included the transfer out / in of some functions. Details of the transfers are outlined in Note A3.

⁽²⁾ Original Budget figures for the financial year, as published in the Service Delivery Statement (SDS) tabled in Parliament.

⁽³⁾ An explanation of major variances is included in Note F1-2.

The accompanying notes form part of these financial statements.

ADMINISTERED STATEMENT OF COMPREHENSIVE INCOME BY MAJOR DEPARTMENTAL SERVICES

	Minerals and Energy Resources		Natural Resource Management		Energy Services ⁽¹⁾		TOTAL	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Income								
Administered appropriation revenue	11,189	18,882	199,124	504,104	210,313	522,986
User charges and fees	3,284	3,548	441,607	344,059	..	326	444,891	347,933
Property and other territorial revenue	78,009	87,233	40,010	61,526	118,018	148,758
Land transfers inwards	191,886	211,322	191,886	211,322
Other revenue	14	27	4,404	1,739	..	42,290	4,418	44,056
Total Revenue	81,307	90,808	689,096	637,528	199,124	546,720	969,527	1,275,056
Gain on disposal of land	917	6,033	917	6,033
Total Income	81,307	90,808	690,013	643,561	199,124	546,720	970,443	1,281,089
Expenses								
Grants and subsidies	17,594	59,466	199,136	501,026	216,730	560,491
Land transfers outwards	1	..	104,904	48,384	104,905	48,384
Other expenses	146	(65)	6,672	92,402	6,818	92,338
Total Expenses	147	(65)	129,170	200,251	199,136	501,026	328,453	701,212
Net Operating Result before transfers to government	81,160	90,873	560,843	443,310	(12)	45,695	641,990	579,877
Transfers of administered item revenue to government	81,160	90,873	483,611	403,273	..	42,290	564,771	536,436
Operating Result	77,232	40,036	(12)	3,405	77,219	43,441
OTHER COMPREHENSIVE INCOME								
Items not reclassified to Operating Result								
Increase/(decrease) in asset revaluation surplus	1,414,329	558,393	1,414,329	558,393
Total Other Comprehensive Income	1,414,329	558,393	1,414,329	558,393
TOTAL COMPREHENSIVE INCOME	1,491,561	598,429	(12)	3,405	1,491,548	601,834

⁽¹⁾ The Energy service was no longer a service of the department following the machinery-of-government change effective from 1 December 2020. Refer to note A3 for details of the machinery-of-government changes Refer to Note A2 for Major Departmental Services

ADMINISTERED STATEMENT OF FINANCIAL POSITION

	Notes	2021 Actual ⁽¹⁾ \$'000	2021 Original Budget ⁽²⁾ \$'000	Budget Variance ⁽²⁾ \$'000	2020 Restated Actual ⁽³⁾ \$'000
Current Assets					
Cash and cash equivalents		60,345	65,973
Receivables	D8	42,744	92,525
Land held for sale		1,710	3,418
Total Current Assets		104,799	161,917
Non-Current Assets					
Receivables	D8	11,819	21,433
Property, plant and equipment	D9-1	74,388,283	73,045,186
Total Non-Current Assets		74,400,102	73,066,619
Total Assets		74,504,901	73,228,535
Current Liabilities					
Payables	D10	24,427	109,038
Proposals and deposits	D11	14,813	16,339
Other current liabilities	D12	20,585	14,580
Total Current Liabilities		59,825	139,957
Non-Current Liabilities					
Other non-current liabilities	D12	197,773
Total Non-Current Liabilities		197,773
Total Liabilities		59,825	337,730
Net Assets		74,445,075	72,890,805
Equity					
Contributed equity		66,466,712	66,402,484
Accumulated surplus/(deficit)		1,427,750	1,352,037
Asset revaluation surplus	D13	6,550,614	5,136,285
Total Equity		74,445,075	72,890,805

⁽¹⁾ As a result of Administrative Arrangements Order (No.2) 2020 dated 12 November 2020, effective from 1 December 2020, the Department of Natural Resources, Mines and Energy was renamed the Department of Resources. The machinery-of-government change included the transfer out / in of some functions. Details of the transfers are outlined in Note A3.

⁽²⁾ The department was not required to include a budgeted statement of financial position in the published Service Delivery Statement (SDS) tabled in Parliament for the 2020-21 financial year.

⁽³⁾ Refer to note G4 for details of the restatement of 2019-20 balances

The accompanying notes form part of these financial statements.

ADMINISTERED STATEMENT OF ASSETS AND LIABILITIES BY MAJOR DEPARTMENTAL SERVICES

as at 30 June 2021

	Minerals and Energy Resources		Natural Resource Management		Energy Services ⁽¹⁾		TOTAL	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	Restated 2020 ⁽²⁾ \$'000
Current Assets								
Cash and cash equivalents	7,629	10,339	52,716	50,436	..	5,199	60,345	65,973
Receivables	900	..	41,844	42,739	..	49,786	42,744	92,525
Land held for sale	1,710	3,418	1,710	3,418
Total Current Assets	8,529	10,339	96,269	96,593	..	54,985	104,798	161,917
Non-Current Assets								
Receivables	11,819	21,433	11,819	21,433
Property, plant and equipment	74,388,283	73,045,186	74,388,283	73,045,186
Total Non-Current Assets	74,400,103	73,066,619	74,400,103	73,066,619
Total Assets	8,529	10,339	74,496,372	73,163,212	..	54,985	74,504,901	73,228,536
Current Liabilities								
Payables	2,287	1,214	22,140	24,199	..	83,624	24,427	109,038
Proposals and deposits	14,813	16,339	14,813	16,339
Other current liabilities	16,535	15,196	4,050	(617)	20,585	14,580
Total Current Liabilities	18,823	16,411	41,003	39,922	..	83,624	59,825	139,957
Non-Current Liabilities								
Other non-current liabilities	..	(227)	197,999	..	197,773
Total Non-Current Liabilities	..	(227)	197,999	..	197,773
Total Liabilities	18,823	16,184	41,003	39,922	..	281,623	59,825	337,730
Net Assets	(10,294)	(5,845)	74,455,369	73,123,290	..	(226,638)	74,445,075	72,890,805

⁽¹⁾ The Energy service was no longer a service of the department following the machinery-of-government change effective from 1 December 2020. Refer to note A3 for details of the machinery-of-government changes.

⁽²⁾ Refer to note G4 for details of the restatement of 2019-20 balances

Refer to Note A2 for Major Departmental Services

The accompanying notes form part of these financial statements.

SECTION 1 ABOUT THE DEPARTMENT AND THIS FINANCIAL REPORT

A1 BASIS OF FINANCIAL STATEMENT PREPARATION**A1-1 GENERAL INFORMATION**

The Department of Resources ("the department") is a Queensland Government department established under the *Public Service Act 2008* and controlled by the State of Queensland, which is the ultimate parent.

The department was formerly known as the Department of Natural Resources, Mines and Energy.

As a result of Administrative Arrangements Order (No.2) 2020 dated 12 November 2020, effective from 1 December 2020, the Department of Natural Resources, Mines and Energy was renamed the Department of Resources. The machinery-of-government change included the transfer out / in of some functions. Details of the transfers are outlined in Note A3.

The head office and principal place of business of the department is 1 William Street, Brisbane QLD 4000.

A1-2 STATEMENT OF COMPLIANCE

The department has prepared these financial statements in compliance with section 38 of the *Financial and Performance Management Standard 2019*. The financial statements comply with Queensland Treasury's Minimum Financial Reporting Requirements for the reporting periods beginning on or after 1 July 2020.

The department is a not-for-profit entity and these general purpose financial statements have been prepared on an accrual basis (except for the Statement of Cash Flow which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities.

New accounting standards applied for the first time in these financial statements are outlined in Note G3.

A1-3 THE REPORTING ENTITY

The financial statements include the value of all income, expenses, assets, liabilities and equity of the 'economic entity' comprising the department.

The financial statements of the economic entity comprise the transactions and balances of the department only.

A1-4 PRESENTATIONCurrency and Rounding

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Amounts shown in these financial statements may not add to the correct sub-totals or totals due to rounding.

Comparatives

Comparative information reflects the audited 2019-20 financial statements as necessary to be consistent in disclosures in the current reporting period (refer to note G4 for restatement of 2019-20 balances in the Statement of Financial Position).

Current/non-current classification

Assets and liabilities are classified as either 'current' or 'non-current' in the statement of financial position and associated notes.

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the department does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as non-current.

A1-5 AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements are authorised for issue by the Director-General and Chief Finance Officer at the date of signing the management certificate.

A2 DEPARTMENT OBJECTIVES AND MAJOR DEPARTMENTAL SERVICES

The department's vision is that together our land, mineral and energy resources will deliver sustainable benefits for current and future generations of Queenslanders. The department's purpose is helping the community and government make the best use of our land, mineral and energy resources.

The department is principally funded for the services it delivers by parliamentary appropriations, with further funding sourced from:

- Cadastral and title searches, valuations, provision of mapping, aerial photography and related products and services;
- Grants and contribution revenue from Commonwealth, State and external bodies for various initiatives and programs.

Major departmental services

The department's major services are:

Minerals and Energy Resources services

The objective of this service area is to ensure the responsible use of our minerals and energy resources.

Natural Resources Management services

The objective of this service area is to provide sustainable management of Queensland's land and native vegetation resources and the provision of the department's property and spatial information services.

Corporate Partnerships

The department participates in a corporate partnership arrangement where it 'hosts' a number of strategic and operational corporate services provided to other 'recipient' departments. This arrangement was developed with a focus on ensuring economies of scale, service integration, scalability and responsiveness.

As a 'host' agency of corporate service functions, the department receives appropriation of funds and reports full time equivalent positions for the services it provides. The model is multi-layered for different corporate services functions.

As a 'host' agency, the department provides legal services to the following agencies:

- Department of Agriculture and Fisheries
- Department of Environment and Science (excluding CAA & Arts Queensland)

As a 'host;' agency, the department provides cabinet legislation liaison officers (CLLO) to Resources, Safety and Health Queensland

As a 'recipient' agency, the department receives defined services from the following agencies:

- Department of Agriculture and Fisheries (Information Management; Fleet Management and Telecommunications).
- Department of Environment and Science (Right to Information and Privacy).

These functions (and allocation of revenue and expenses) are disclosed in the relevant department's financial statements. Corporate services income and expenses attributable under the corporate partnership arrangements are separately disclosed in the Statement of Comprehensive Income by Major Departmental Services.

Corporate Services income and expenses attributable solely to the department's activities are apportioned across the major departmental services.

NOTES TO THE FINANCIAL STATEMENTS

A3 MACHINERY-OF-GOVERNMENT CHANGES**Transfers Out – Controlled Activities**

Details of Transfer ⁽¹⁾: Responsibility for the following functions were transferred out of the former Department of Natural Resources, Mines and Energy:

- Water Management Services
- Energy Services

Basis of Transfer: *Administrative Arrangements Order (No.2) 2020* dated 12 November 2020

Date of Transfer: Effective from 1 December 2020

Details of Transfer ⁽²⁾: Resources Safety and Health division transferred out of the former Department of Natural Resources, Mines and Energy to Resources Safety and Health Queensland

Basis of Transfer: *Administrative Arrangements Order (No.2) 2020* dated 18 June 2020

Date of Transfer: Effective from 1 July 2020

Details of Transfer ⁽³⁾: Titles registry division transferred out of the Department of Resources to Queensland Titles Registry Pty Ltd (Titles Queensland)

Basis of Transfer: *Queensland Future Fund (Titles Registry) Act 2021 (Qld)* dated 8 June 2021

Date of Transfer: Effective from 18 June 2021

The assets and liabilities transferred as a result of this change were as follows:

Department Transferred to:	Department of Regional Development, Manufacturing and Water ⁽¹⁾	Department of Energy and Public Works ⁽¹⁾	Resources Safety and Health Queensland ⁽²⁾	Titles Queensland ⁽³⁾	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Cash and cash equivalents	28,508	2,810	34,349	..	65,667
Receivables	3,125	350	2,583	..	6,058
Other current assets	1,846	670	144	..	2,660
Property, Plant and Equipment	138,317	242	41,801	335	180,695
Intangibles	1,212	..	1,116	2,369	4,697
Total assets	173,008	4,072	79,993	2,704	259,777
Liabilities					
Payables	884	2,238	1,893	..	5,015
Accrued employee benefits	2,124	573	1,916	..	4,613
Other current liabilities	4,420	..	194	..	4,614
Total liabilities	7,428	2,811	4,003	..	14,242
Net Assets	165,580	1,262	75,990	2,704	245,536

The decrease in net assets of \$245.536 million has been accounted for as a decrease in contributed equity as disclosed in the Statement of Changes in Equity.

User charges and fees revenue of \$67.772 million was reallocated from the former Department of Natural Resources, Mines and Energy to Safety and Health Queensland as part of the machinery-of-government changes.

Budgeted appropriation revenue of \$111.138 million was reallocated from the former Department of Natural Resources, Mines and Energy to the Department of Regional Development, Manufacturing and Water as part of the machinery-of-government changes.

Budgeted appropriation revenue of \$20.487 million was reallocated from the former Department of Natural Resources, Mines and Energy to the Department of Energy and Public Works as part of the machinery-of-government changes.

Accrued employee benefits liabilities of \$4.205 million were transferred from the Department of Resources to Queensland Titles Registry Pty Ltd (Titles Queensland) as part of the machinery-of-government changes.

A3 MACHINERY-OF-GOVERNMENT CHANGES (continued)**Transfers Out – Administered Activities**

Details of Transfer: Responsibility for the following functions were transferred from the former Department of Natural Resources, Mines and Energy:

- Water Management Services
- Energy Services

Basis of Transfer: *Administrative Arrangements Order (No.2) 2020* dated 12 November 2020

Date of Transfer: Effective from 1 December 2020

The assets and liabilities transferred as a result of this change were as follows:

Department Transferred to:	Department of Regional Development, Manufacturing and Water \$'000	Department of Energy and Public Works \$'000	Total \$'000
Assets			
Cash and cash equivalents	3,125	35,343	38,468
Receivables	1,634	82	1,716
Property, Plant and Equipment	111,714	..	111,714
Total assets	116,473	35,425	151,898
Liabilities			
Payables	4,759	35,346	40,105
Other non-current liabilities	..	197,722	197,722
Total liabilities	4,759	233,068	237,827
Net Assets	111,714	(197,643)	(85,929)

The increase in net assets of \$85.929 million has been accounted for as an increase in contributed equity as disclosed in the Statement of Changes in Equity.

Budgeted appropriation revenue of \$28.133 million was reallocated from the Department of Resources to the Department of Regional Development, Manufacturing and Water as part of the machinery-of-government changes.

Budgeted appropriation revenue of \$262.438 million was reallocated from the Department of Resources to the Department of Energy and Public Works as part of the machinery-of-government changes.

Transfers In – Administered Activities

Details of Transfer: Gas Fields Commission Queensland transferred out of to the Department of Regional Development, Manufacturing and Water to the Department of Resources

Basis of Transfer: *Administrative Arrangements Order (No.2) 2020* dated 12 November 2020

Date of Transfer: Effective from 1 December 2020

No budgeted appropriation revenue was reallocated for 2020-21 from the Department of Regional Development, Manufacturing and Water to the Department of Resources as part of the machinery-of-government changes.

NOTES TO THE FINANCIAL STATEMENTS

A3 MACHINERY-OF-GOVERNMENT CHANGES (continued)**A3-1 Machinery-of-government 'agency' transactions**

As the department performs only a custodial role in respect of other department/agency transactions and balances, they are not recognised in the financial statements but are disclosed in these notes for the information of users.

The department acts as an agent, processing transactions on behalf of the Department of Regional Development, Manufacturing and Water and the Department of Energy and Public Works.

Controlled

	2021	2020
	\$'000	\$'000
Revenues	102,892,447	..
Expenses	114,772,839	..
Assets	240,714,620	..
Liabilities	49,349,929	..

Administered

	2021	2020
	\$'000	\$'000
Revenues	293,516,842	..
Expenses	316,158,214	..
Assets	222,703,679	..
Liabilities	274,358,715	..

SECTION 2
NOTES ABOUT OUR FINANCIAL PERFORMANCE

B1 REVENUE**B1-1 APPROPRIATION REVENUE**

Reconciliation of Payments from Consolidated Fund to Appropriated Revenue Recognised in Operating Result	2021	2020
	\$'000	\$'000
Original budgeted appropriation revenue	315,357	470,495
Transfers from/(to) other headings (variation in headings)	..	28,505
Lapsed appropriation revenue	(18,183)	..
Total Appropriation Receipts (cash)	297,174	499,000
Less: Opening balance of appropriation revenue receivable	16,138	(9,103)
Plus: Prior year appropriation revenue adjustment	(308)	333
Plus: Opening balance adjustment for new accounting standards	..	4,523
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(6,379)	(16,138)
Net Appropriation Revenue	306,626	478,614
Appropriation revenue recognised in Statement of Comprehensive Income	306,626	478,614

Accounting Policy – Appropriation Revenue

Appropriations provided under the *Appropriation (2020-2021) Act 2021* are recognised as revenue when received. Approval has been obtained from Queensland Treasury to recognise specific adjustments to departmental services revenue.

Amounts appropriated to the department for transfer to other entities in accordance with legislative or other requirements are reported as 'administered' item appropriations – refer to Note D2.

Capital appropriations are recognised as adjustments to equity, refer to Note C8-1.

B1-2 USER CHARGES AND FEES

	2021	2020
	\$'000	\$'000
Services rendered	12,261	22,141
Fees and permits	49,580	104,368
Other	4,361	4,529
Total	66,203	131,038

Accounting Policy – User Charges and Fees

The department recognises user charges and fees as revenues when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. This occurs upon delivery of the goods to the customer or completion of the requested services at which time the invoice is raised or payment is received. Accrued revenue is recognised if the revenue has been earned but not yet invoiced – refer to Note C2.

Revenue from Contracts with Customers

The following table provides information about the nature and timing of the satisfaction of performance obligations and revenue recognition of the Department's revenue from contracts with customers.

Type of sale of service	Nature and timing of satisfaction of performance obligations and revenue recognition policies
Services rendered	Primarily, the revenue from contracts with customers is recognised when the Department transfers control over a good or service to the customer at a point in time. For the Spatial Imagery Program, revenue is recognised over time to match the services performed over a period of time. Annual subscriptions and revenue for spatial imagery is recognised in accordance with AASB 15 Revenue from Contracts with Customers.
Fees and permits	Revenue for fees and permits primarily arises from fees relating to various statutory legislation and are recognised upfront at the time of receiving the application or at time of renewal under the applicable legislation. The adoption of AASB 15 Revenue from Contracts with Customers does not change the timing of revenue recognition of statutory fees and permits.

NOTES TO THE FINANCIAL STATEMENTS

B1 REVENUE (continued)**B1-2 USER CHARGES AND FEES (continued)**

Type of sale of service	Nature and timing of satisfaction of performance obligations and revenue recognition policies
Other charges and fees	Other charges and fees primarily include saleable publications, sale of goods, register search services, rent for government housing and other royalties. Revenue is recognised upfront because there are no 'sufficiently specific' performance obligations.

B1-3 GRANTS AND CONTRIBUTIONS

	2021	2020
	\$'000	\$'000
Commonwealth grants	3,853	2,033
Funding from external bodies, state governments	8,241	8,236
Goods and services received at below fair value	2,733	2,967
Total	14,827	13,236

Accounting Policy – Grants and Contributions

Grants and contributions revenue arise from non-exchange transactions where the department does not directly give approximately equal value to the grantor.

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the department to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under AASB 15 *Revenue from Contracts with Customers*. In this case, revenue is initially deferred (as a contract liability) and recognised as or when the performance obligations are satisfied.

Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding, except for special purpose capital grants received to construct non-financial assets to be controlled by the department. Special purpose capital grants are recognised as unearned revenue when received, and subsequently recognised progressively as revenue as the department satisfies its obligations under the grant through construction of the asset.

Disclosure – Grants and contributions

The department's grants, although under enforceable agreements, do not contain material enforceable and sufficiently specific performance obligations, these grants are recognised upon receipt.

Accounting Policy – Goods and services received below fair value

Contributions of goods or services are recognised only if the goods or services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense.

B1-4 OTHER REVENUE

	2021	2020
	\$'000	\$'000
QGIF claims recoveries	798	1,346
General recoveries	4,966	834
Revaluation increment	..	425
Other	294	202
Total	6,059	2,806

B2 EXPENSES

B2-1 EMPLOYEE EXPENSES	2021	2020
	\$'000	\$'000
Employee benefits		
Salaries and wages	157,784	226,166
Employer superannuation contributions	21,616	30,079
Annual leave levy	16,653	24,056
Long service leave levy	3,765	5,239
Other employee benefits	228	435
Employee related expenses		
Salary related taxes	138	558
Workers' compensation premium	218	254
Training and recruitment	834	1,890
Total	201,236	288,676

The number of employees as at 30 June 2021, including both full time and part time employees, measured on a full time equivalent basis (reflecting Minimum Obligatory Human Resource Information (MOHRI)) is:

	2021	2020
Number of employees:	1,347	2,469

Accounting Policy – Salaries and wages

Wages and salaries due but unpaid at the reporting date are recognised at the current salary rates – refer to Note C6. As the department expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

Accounting policy – Sick leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Accounting Policy – Annual leave and Long service leave

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Scheme, a levy is made on the department to cover the cost of employees' annual leave (including leave loading and on-costs) and long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the scheme quarterly in arrears – refer to Note C6.

Accounting Policy – Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment.

Defined contribution plans – Employer superannuation contributions are made to eligible complying superannuation funds based on the rates specified in the relevant EBA or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined benefit plan - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Employer superannuation contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

Accounting policy – Workers' compensation premiums

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

Key management personnel and remuneration disclosures are detailed in Note G1.

NOTES TO THE FINANCIAL STATEMENTS

B2 EXPENSES (continued)**B2-2 SUPPLIES AND SERVICES**

	2021	2020
	\$'000	\$'000
Accommodation costs*	26,691	36,445
Consultants and contractors	11,550	40,499
Information and communication technology costs	31,199	45,325
Legal fees	8,864	10,159
Materials and consumables	1,261	2,598
Motor vehicles	3,315	6,561
Printing, postage, storage and freight	3,835	5,160
Service costs to other government agencies and shared service providers	2,787	4,341
Travel	1,736	5,686
Mine remediation	7,370	9,480
Other	6,684	10,834
Total	105,292	177,089

*Includes lease expenses

Accounting policy – Distinction between grants and procurement

For a transaction to be classified as supplies and services, the value of goods or services received by the department must be of approximately equal value to the value of the consideration exchanged for those goods or services. Where this is not the substance of the arrangement, the transaction is classified as a grant in Note B2-3.

Accounting Policy – Lease expenses

Lease expenses are entered into as a means of acquiring access to office accommodation and storage facilities. The department has no option to purchase the leased item at the conclusion of the lease although the lease provides for a right of renewal at which time the lease terms are renegotiated.

Lease expenses comprise of the minimum lease payments payable under operating lease contracts. Lease payments are generally fixed, but with annual inflation escalation clauses upon which future year rentals are determined.

In total two lease commitments were identified to meet the AASB 16 requirements. The department has determined that accounting for these leases in accordance with the accounting treatment mandated by AASB 16 *Leases* will not have any material impact on the 2020-21 financial statements. Therefore, the department will continue to recognise these leases as operating leases and no transitional adjustments were required for leases in which the department is lessee.

B2-3 GRANTS AND SUBSIDIES

	2021	2020
	\$'000	\$'000
Grants to industry and external bodies	51,237	57,945
Grants to businesses for affordable energy	75	800
Grants to Townsville City Council for Haughton Pipeline Duplication Project	..	55,000
Sponsorships and Scholarships	30	16
Total	51,342	113,761

Accounting Policy - Grants and Subsidies

Grants occur when a payment or contribution is made to an organisation or person in return for performance of a certain objective in compliance with certain terms and conditions and which directly give approximately equal value in return to the department.

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

B2 EXPENSES (continued)**B2-4 OTHER EXPENSES**

	2021	2020
	\$'000	\$'000
Audit fees ⁽¹⁾	420	435
Insurance premiums - Queensland Government Insurance Fund (QGIF)	1,150	1,815
Special payments		
Out-of-court settlements and court ordered damages	63	640
Local Management Arrangements separation payments	..	14,135
Loss on disposal of non-financial assets	649	215
Revaluation decrement	1,305	..
Other	867	2,390
Total	4,454	19,630

⁽¹⁾ Total audit fees paid to the Queensland Audit Office relating to the 2020-21 financial statements are \$0.420 million (2020: \$0.435 million).

Accounting Policy – Insurance Premiums

The department's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund, premiums being paid on a risk assessment basis.

Accounting Policy – Special Payments

Special payments represent ex gratia expenditure and other expenditure that the department is not contractually or legally obligated to make to other parties. Special payments during 2020-21 include the following payments over \$5,000:

- the department made one out-of-court settlement in relation to claims under s188 of the *Land Title Act 1994* in which an owner of freehold land is entitled to state compensation if they suffer loss due to the forgery of a Titles Registry form.

NOTES TO THE FINANCIAL STATEMENTS

**SECTION 3
NOTES ABOUT OUR FINANCIAL POSITION**
C1 CASH AND CASH EQUIVALENTS

	2021	2020
	\$'000	\$'000
Imprest accounts and cash on hand	10	11
Cash at bank	78,979	141,184
Total	78,989	141,195

Accounting Policy – Cash and cash equivalents

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash and cash equivalents include all cash on hand, cash at bank and cheques received but not banked at 30 June.

C2 RECEIVABLES

	2021	2020
	\$'000	\$'000
Trade debtors	5,177	5,925
Accrued revenue	6,861	4,608
	12,038	10,533
Less: Allowance for impairment loss	(30)	(928)
	12,008	9,605
GST input tax receivable	1,675	2,777
Annual leave claim receivable	2,662	2,017
Long service leave receivable	806	1,060
Appropriation revenue receivable
Other receivables	2,395	585
Total	19,546	16,045

Accounting Policy – Receivables

Receivables are measured at amortised cost which approximates their fair value at reporting date. Trade debtors are recognised at the amounts due at the time of sale or service delivery, i.e. the agreed purchase/contract price. Settlement of these amounts is required within ranged trading terms of 14 to 30 days from invoice date depending on the service provided. Other debtors generally arise from transactions outside the usual operating activities of the department and are recognised at their assessed values. Other than receivables from government, settlement terms of these debtors are between 14 to 30 days net.

C2-1 IMPAIRMENT OF RECEIVABLES**Accounting Policy – Impairment of Receivables**

The loss allowance for trade and other debtors reflects lifetime expected credit losses and incorporates reasonable and supportable forward-looking information, including forecast economic changes expected to impact the department's debtors, along with relevant industry and statistical data where applicable.

Receivables from Queensland Government agencies or Australian Government agencies have no loss allowance recorded on the basis of no exposure to credit default. Refer to Note E2-2 for the department's credit risk management policies.

Where the department has no reasonable expectation of recovering an amount by a debtor, the debt is written-off by directly reducing the receivable against the loss allowance. If the amount of the debt written-off exceeds the loss allowance, the excess is recognised as an impairment loss.

Disclosure - Credit Risk Exposure of Receivables

The maximum exposure to credit risk at balance date for receivables is the gross carrying amount of those assets. No collateral is held as security and there are no other credit enhancements relating to the department's receivables.

C2 RECEIVABLES (continued)**C2-1 IMPAIRMENT OF RECEIVABLES (continued)**

The department uses a provision matrix to measure the expected credit losses on trade and other debtors. Loss rates are calculated separately for grouping of customers with similar loss patterns. The department has determined that groupings used for measuring expected credit losses (both controlled and administered) are in line with major services.

The department's major services are Natural Resource Management and Minerals and Energy Resources. The Natural Resources services include land tenure debts and other debts and Mineral and Energy Resources services include mining rents.

The calculations reflect historical observed default rates calculated using credit losses experienced on past transactions during the last seven years preceding 30 June 2021 for each group.

The historical default rates are then adjusted by reasonable and supportable forward-looking information for expected changes that affect the future recovery of those receivables. For the department, debt aging and environmental factors (for example drought, cyclone and monsoon affected customers) are determined to be the most relevant forward-looking indicator for other groups of receivables. Actual credit losses over the 7 years preceding 30 June 2021 have been correlated against changes in environmental factors and based on those results, the historical default rates are adjusted based on expected changes to that indicator.

The department measures the loss allowance for other financial assets (lease receivables) using the 12-month expected credit loss method. Historical aged debtor's data supports the calculation of the 12 month expected credit loss that is, the expected credit loss from default events that are possible within 12 months after the reporting date.

Set out below is the credit risk exposure on the department's trade and other debtors broken down by customer groupings and by aging band.

Impairment (Natural Resources Management)

	2021			2020		
	Gross Receivables*	Loss rate	Expected credit losses	Gross receivables	Loss rate	Expected credit losses
Aging	\$'000	%	\$'000	\$'000	%	\$'000
Current	3,416	0.06	2	2,423	0.06	1
1 to 30 days overdue	9	0.70	..	33	0.70	..
31 to 60 days overdue	20	4.14	1	44	4.14	2
61 to 90 days overdue	..	9.08	9.08	..
91 to 270 days overdue	4	40.06	2	3	40.06	1
>270 days overdue	..	100.00	..	420	100.00	420
Total	3,449		5	2,923		424

Impairment (Mineral and Energy Resources)

	2021			2020		
	Gross Receivables*	Loss rate	Expected credit losses	Gross receivables	Loss rate	Expected credit losses
Aging	\$'000	%	\$'000	\$'000	%	\$'000
Current	..	1.00	..	877	1.00	5
1 to 30 days overdue	51	1.00	..	587	1.00	8
31 to 60 days overdue	19	6.00	1	158	6.00	9
61 to 90 days overdue	19	16.00	3	23	16.00	4
91 to 270 days overdue	3	22.00	1	335	22.00	76
>270 days overdue	3	100.00	3	379	100.00	380
Total	95		8	2,359		482

* Excludes Queensland Government agencies or Australian Government agencies - no loss allowance recorded on the basis of no exposure to credit default.

NOTES TO THE FINANCIAL STATEMENTS

C2 RECEIVABLES (continued)**C2-1 IMPAIRMENT OF RECEIVABLES (continued)****Disclosure – Movement in loss allowance for trade and other debtors**

	2021	2020
	\$'000	\$'000
Loss allowance as at 1 July	928	845
Increase/decrease in allowance recognised in operating result	(898)	83
Loss allowance as at 30 June ⁽¹⁾	<u>30</u>	<u>928</u>

⁽¹⁾ Includes bad debts written off of \$0.087 million (2020: \$0.156 million) and previous amounts impaired collected.

NOTES TO THE FINANCIAL STATEMENTS

C3 PROPERTY, PLANT AND EQUIPMENT AND RELATED DEPRECIATION
C3-1 PROPERTY PLANT AND EQUIPMENT – BALANCES AND RECONCILIATIONS OF CARRYING AMOUNT

Property, Plant and Equipment Reconciliation 30 June 2021	Land	Buildings	Heritage and Cultural Assets	Infrastructure	Plant and Equipment	Work in Progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Gross	21,834	41,925	8,780	100,166	33,886	9,222	215,809
Less: Accumulated depreciation	..	(16,703)	(7,519)	(67,111)	(23,985)	..	(115,318)
Less: Accumulated impairment losses
Carrying amount at 30 June 2021	21,834	25,223	1,261	33,055	9,902	9,222	100,496
Carrying amount at 1 July 2020	43,207	55,971	2,759	47,428	19,071	67,546	235,980
Acquisitions	2	134	..	10	1,393	53,277	54,817
Disposals	(104)	(11)	..	(534)	(650)
Assets reclassified as held for sale	(670)	(670)
Transfers between asset classes	..	2,443	..	1,161	1,118	(5,942)	(1,221)
Transfers in from other Queensland Government entities	128	128
Transfers out to other Queensland Government entities	(19,425)	(35,258)	(1,187)	(10,296)	(8,870)	(105,659)	(180,695)
Net revaluation increments/(decrements) in operating result	(1,305)	(1,305)
Net revaluation increments/(decrements) in asset revaluation surplus	..	3,109	..	(87)	3,022
Depreciation	..	(1,165)	(310)	(4,627)	(2,810)	..	(8,912)
Carrying amount at 30 June 2021	21,834	25,223	1,261	33,055	9,902	9,222	100,496

NOTES TO THE FINANCIAL STATEMENTS

C3 PROPERTY, PLANT AND EQUIPMENT AND RELATED DEPRECIATION (continued)**C3-1 PROPERTY, PLANT AND EQUIPMENT – BALANCES AND RECONCILIATIONS OF CARRYING AMOUNT (continued)**

Property, Plant and Equipment Reconciliation 30 June 2020	Land \$'000	Buildings \$'000	Heritage and Cultural Assets \$'000	Infrastructure \$'000	Plant and Equipment \$'000	Work in Progress \$'000	Total \$'000
Gross	43,207	99,825	10,018	134,837	62,536	67,546	417,969
Less: Accumulated depreciation	..	(43,854)	(7,259)	(87,371)	(43,465)	..	(181,949)
Less: Accumulated impairment losses	(39)	(39)
Carrying amount at 30 June 2020	43,207	55,971	2,759	47,428	19,071	67,546	235,980
Carrying amount at 1 July 2019	43,487	57,885	2,109	40,727	17,865	57,121	219,194
Acquisitions	10	20	..	174	2,781	20,515	23,500
Disposals	(275)	(160)	(133)	..	(568)
Transfers between asset classes	(440)	(440)
Assets reclassified as held for sale	..	962	..	6,368	2,761	(10,091)	..
Net revaluation increments/(decrements) in operating result	425	425
Net revaluation increments/(decrements) in asset revaluation surplus	..	(403)	949	3,704	4,250
Depreciation	..	(2,493)	(299)	(3,386)	(4,204)	..	(10,381)
Carrying amount at 30 June 2020	43,207	55,971	2,759	47,428	19,071	67,546	235,980

C3 PROPERTY, PLANT, EQUIPMENT AND RELATED DEPRECIATION (continued)

C3-2 ACCOUNTING POLICIES

Recognition thresholds for Property Plant and Equipment

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

Asset Class	Threshold
Land	\$1
Buildings	\$10,000
Heritage and Cultural	\$5,000
Infrastructure	\$10,000
Plant and equipment	\$5,000

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

Land improvements undertaken by the department are included with buildings or infrastructure based on the proximity of the asset to which they relate.

Acquisition of assets

Historical cost is used for the initial recording of all non-current physical asset acquisitions. Historical cost is determined as the value given as consideration plus costs incidental to the acquisition, plus all other costs incurred in getting the assets ready for use.

Where assets are received free of charge from another Queensland Government entity (whether as a result of a machinery-of-government change or other involuntary transfer), the acquisition cost is recognised as the gross carrying amount in the books of the transferor immediately prior to the transfer together with any accumulated depreciation.

Assets acquired at no cost or for nominal consideration, other than from another Queensland Government entity, are recognised at their fair value at the date of acquisition.

All costs relating to items of property, plant and equipment constructed in-house are recorded as work in progress until completion of the project using all direct and indirect costs, where the latter are reliably attributable. Work in progress performed under external contracts is recorded using the invoice amount supplied by the vendor.

Depreciation of property, plant and equipment

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less any estimated residual value, progressively over its estimated remaining useful life to the department.

Land assets are not depreciated as they have an unlimited useful life.

Assets under construction (work in progress) are not depreciated or amortised until they reach service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes within property, plant and equipment.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate and are depreciated accordingly.

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

The depreciable amount of an improvement to or on leasehold land is allocated progressively over the estimated useful life of the improvement or the unexpired period of the lease, whichever is the shorter. The unexpired period of a lease includes any option period where exercise of the option is probable.

NOTES TO THE FINANCIAL STATEMENTS

C3 PROPERTY, PLANT, EQUIPMENT AND RELATED DEPRECIATION (continued)**C3-2 ACCOUNTING POLICIES (continued)**

Key Estimate: For each class of depreciable asset, the following useful life ranges are used:

Physical asset class	Useful life range
Buildings	1 - 83 years
Heritage and Cultural	23 – 31 years
Infrastructure	5 – 185 years
Plant and equipment	1 – 40 years

C3-3 MEASUREMENT OF PROPERTY, PLANT AND EQUIPMENT

Plant and equipment is measured at historical cost in accordance with AASB 116 *Property, Plant and Equipment* and Queensland Treasury's *Non-Current Asset Policies (NCAP) for the Queensland Public Sector*. The carrying amounts for such assets are not materially different from their fair value.

Land, buildings, heritage and cultural and infrastructure assets are measured at fair value, being the fair value at balance sheet date, less any subsequent accumulated depreciation and impairment loss where applicable.

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

Property, plant and equipment classes measured at fair value are revalued on an annual basis either by appraisals undertaken by independent professional valuers or internal expert, or by the use of appropriate and relevant indices.

Use of Specific Appraisals

The department comprehensively values its land, building and infrastructure assets using a rolling revaluation program which ensures all material assets are valued by independent professional valuers at least once every five years.

For the purpose of revaluation the department has divided the State into three (3) regions. Regions independently valued in each year are as follows:

2019-20 – Central Region	2020-21 – South Region	2021-22 – North Region (Last revalued 2018-19)
Land Buildings Infrastructure Heritage and Cultural Infrastructure - Abandoned Mine Sites (Central region)	Land Buildings Infrastructure Infrastructure – Abandoned Mines Sites (South region) Land – Non-commercial Assets Weirs and Dams	Land Buildings Infrastructure Heritage and Cultural Infrastructure – Non-commercial Assets

The date of the last comprehensive valuation was 30 June 2021 for South Region. All other assets had indices applied. If a particular asset class experiences significant and volatile changes in fair value it is subject to specific valuation in the reporting period, where practicable, regardless of the timing of the previous revaluation.

The fair values reported by the department are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs. Materiality is considered in determining whether the difference between the carrying amount and the fair value of an asset is material (in which case a revaluation is warranted). Refer Note E1-2.

Use of Indices

Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up-to-date via the application of relevant indices. The department ensures that the application of such indices would result in a valid estimation of the asset's fair value at reporting date. The State Valuation Service (SVS) supplies the indices and provides assurance of their robustness, validity and appropriateness for application to the relevant assets. Such indices are either publicly available or are derived from market information available to SVS. Indices used are also tested for reasonableness by applying the indices to a sample of assets and comparing the results to similar assets that have been valued. At year end, management assess the relevance and suitability of indices provided by SVS based on the department's particular circumstances.

C3 PROPERTY, PLANT, EQUIPMENT AND RELATED DEPRECIATION (continued)**C3-3 MEASUREMENT OF PROPERTY, PLANT AND EQUIPMENT (continued)****Accounting for Changes in Fair Value**

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

The majority of the department's building and infrastructure assets are revalued using a cost valuation approach (that is current replacement cost). Revaluations are recorded using the 'gross method' meaning accumulated depreciation is adjusted to equal the difference between the gross amount and the carrying amount, after taking into account accumulated impairment losses.

C4 INTANGIBLE ASSETS**C4-1 INTANGIBLE ASSETS – BALANCES AND RECONCILIATIONS OF CARRYING AMOUNT**

Intangible Assets Reconciliation 30 June 2021	Internally Generated Software	Purchased Software	Software Work in Progress	Total
	\$'000	\$'000	\$'000	\$'000
Gross	73,310	2,187	453	75,950
Less: accumulated amortisation	(40,471)	(1,225)	..	(41,696)
Total	32,840	962	453	34,255
Carrying amount at 1 July 2020	33,624	2,706	6,204	42,533
Acquisitions
Acquisitions through internal development	4,287	4,287
Transfers between asset classes	10,762	..	(9,540)	1,221
Transfers out to Queensland Government entities	(3,520)	(679)	(497)	(4,697)
Amortisation	(8,024)	(1,065)	..	(9,089)
Carrying amount at 30 June 2021	32,840	962	453	34,255
Intangible Assets Reconciliation 30 June 2020	Internally Generated Software	Purchased Software	Software Work in Progress	Total
	\$'000	\$'000	\$'000	\$'000
Gross	85,914	3,696	6,204	95,813
Less: accumulated amortisation	(51,570)	(806)	..	(52,375)
Less: accumulated impairment losses	(720)	(185)	..	(905)
Total	33,624	2,706	6,204	42,533
Carrying amount at 1 July 2019	26,526	283	14,215	41,024
Acquisitions	..	2	..	2
Acquisitions through internal development	8,046	8,046
Transfers between asset classes	13,393	2,664	(16,058)	..
Impairment losses recognised in operating surplus/(deficit)	(720)	(185)	..	(905)
Amortisation	(5,576)	(57)	..	(5,633)
Carrying amount at 30 June 2020	33,624	2,706	6,204	42,533

NOTES TO THE FINANCIAL STATEMENTS

C4 INTANGIBLE ASSETS (continued)**C4-2 ACCOUNTING POLICIES****Recognition and measurement of Intangible Assets**

Intangible assets with a cost or other value equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed in the year of acquisition. Each intangible asset is amortised over its estimated useful life to the department. It has been determined that there is not an active market for any of the department's intangible assets. As such, the assets are recognised and carried at historical cost less accumulated amortisation and accumulated impairment losses.

Purchased software

The purchase cost of software is capitalised and is amortised on a straight-line basis over the period of expected benefit to the department.

Internally generated software

Expenditure on research activities related to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Costs associated with the development of computer software have been capitalised and are amortised on a straight-line basis over the period of expected benefit to the department.

Amortisation of intangible Assets

All intangible assets of the department have finite useful lives and are amortised on a straight-line basis over their estimated useful life to the department.

For each class of intangible asset, the following useful life ranges are used:

Intangible asset class	Useful life range
Purchased software	4 – 7 years
Internally generated software	3 – 21 years

Impairment

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

C5 PAYABLES

	2021	2020
	\$'000	\$'000
Current		
Trade creditors	1,080	4,972
Accrued expenses	8,879	11,804
Grants and subsidies payable	6,402	10,612
Deferred appropriation/equity payable to the Consolidated Fund	6,379	16,138
Other	456	215
Total	23,196	43,742

Accounting Policy - Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms. During 2020-21 the department continued immediate payment terms for all payments to assist small business during the COVID-19 pandemic, together with the machinery-of-government changes to the department in 2020-21 has seen a significant decrease in the departments trade creditors.

C6 ACCRUED EMPLOYEE BENEFITS

	2021	2020
	\$'000	\$'000
Salaries and wages outstanding	5,021	7,038
Annual leave levy payable	3,664	6,297
Long service leave levy payable	877	1,460
Other	6	7
Total	9,568	14,803

Accounting policy – Accrued employee benefits

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

C7 OTHER LIABILITIES

	2021	2020
	\$'000	\$'000
Current		
Unearned revenue	2,766	9,785
Deposits held for other agencies land purchases	10,510	21,138
Other	2	59
Total	13,278	30,982

Accounting policy – Unearned Revenue

The department recognises unearned revenue or revenue received in advance of the delivery of the supply of goods and/or services. Revenue is then recognised as the goods and/or service is provided.

Accounting policy – Deposits held for other agencies land purchases

The department purchases land on behalf of other state government agencies. This balance represents the unexpended advances received from the other agencies that is refundable to the other agencies if the purchase does not proceed. These amounts are derecognised when the purchase transaction has been completed.

C8 EQUITY**C8-1 APPROPRIATIONS RECOGNISED IN EQUITY**

	2021	2020
	\$'000	\$'000
Reconciliation of payments from Consolidated Fund to Equity Adjustment		
Budgeted equity adjustment appropriation	92,025	91,435
Transfers from/to other headings - departmental services	..	(42,149)
Lapsed equity adjustment	(22,558)	(54,762)
Total equity adjustment receipts/(payments)	69,467	(5,476)
Less: Opening balance of equity adjustment receivable	..	21,854
Equity adjustment recognised in Contributed Equity	69,467	16,378

NOTES TO THE FINANCIAL STATEMENTS

C8 EQUITY(continued)**C8-2 ASSET REVALUATION SURPLUS BY CLASS**

	2021	2020
	\$'000	\$'000
Buildings		
Balance at 1 July	21,058	21,461
Revaluation increments/(decrements)	3,109	(403)
Balance as at 30 June	24,166	21,058
Heritage and Cultural		
Balance at 1 July	1,223	274
Revaluation increments/(decrements)	..	949
Balance as at 30 June	1,223	1,223
Infrastructure		
Balance at 1 July	26,083	22,380
Revaluation increments/(decrements)	(87)	3,704
Balance as at 30 June	25,996	26,083
Total	51,385	48,364

Accounting Policy – Asset Revaluation Surplus by Class

The asset revaluation surplus represents the net effect of upward and downward revaluations of assets to fair value.

SECTION 4
WHAT WE LOOK AFTER ON BEHALF OF WHOLE-OF-GOVERNMENT AND THIRD PARTIES

D1 ADMINISTERED ITEMS

The department administers, but does not control, certain resources on behalf of Government. In doing so, it has responsibility and is accountable for administering related transactions and items, but does not have the discretion to deploy the resources for the achievement of the department's objectives. All controlled accounting policies apply to administered items unless otherwise stated in this section.

Major administered revenues include fees from mineral and petroleum rentals, resource tenure applications, titles lodgement fees and revenue from state land. The principal resource administered by the department is state-owned land, which includes leasehold land, land under roads, unallocated state land and reserves.

D2 RECONCILIATION OF PAYMENTS FROM CONSOLIDATED FUND

	2021	2020
	\$'000	\$'000
Reconciliation of payments from Consolidated Fund to Administered Appropriated Revenue Recognised in Operating Result		
Budgeted administered appropriation revenue	214,119	521,195
Transfers from/to other headings (Variation in Headings)	..	8,316
Lapsed administered appropriation	(3,806)	..
Total Appropriation Receipts (cash)	210,313	529,511
Less: Balance of appropriation revenue receivable transferred from other departments (Redistribution of public business)		..
Less: Opening balance of appropriation revenue receivable	(3,405)	(9,930)
Plus: Closing balance of appropriation revenue receivable	3,405	3,405
Administered appropriation revenue recognised in the Statement of Comprehensive Income	210,313	522,986
Reconciliation of payments from Consolidated Fund to Equity Adjustment Recognised in Contributed Equity		
Budgeted equity adjustment appropriation	(2,940)	(2,940)
Transfers from/to other headings (Variation in Headings)	(6,800)	5,328
Total administered equity adjustment receipts/(payments)	(9,740)	2,388

NOTES TO THE FINANCIAL STATEMENTS

D3 USER CHARGES AND FEES

	2021	2020
	\$'000	\$'000
Land Title Act fees	418,219	319,923
Other fees and fines	26,671	28,010
Total	444,890	347,933

Accounting Policy – User Charges and Fees

The department recognises user charges and fees as revenues when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. This occurs upon delivery of the goods to the customer or completion of the requested services at which time the invoice is raised or payment is received. Accrued revenue is recognised if the revenue has been earned but not yet invoiced – refer to Note D8.

AASB 15 *Revenue from Contracts with Customers* did not change the timing of revenue recognition for user charges and fees.

D4 PROPERTY AND OTHER TERRITORIAL REVENUE

	2021	2020
	\$'000	\$'000
Property and territorial revenue	117,288	147,532
Riverine quarry material royalties	730	1,227
Total	118,018	148,758

Accounting Policy – Property and other territorial revenue

Property and territorial revenue includes land rent and mining and petroleum lease rent and permits. The department recognises the revenue when it has been earned and can be measured reliably with a sufficient degree of certainty. Unearned revenue is recognised if the revenue has been received but not yet earned – refer to Note D12.

The department has administered COVID-19 fee waivers in line with Government's relief and recovery measures for the period 1 July 2020 to 30 June 2021 totalling \$45.166 million (2020: \$17.556 million for the period April 2020 to June 2020).

D5 OTHER REVENUE

	2021	2020
	\$'000	\$'000
Interest	795	1,390
Receivables impairment reversal	2,640	..
Other	983	376
Energy Queensland – Solar jurisdiction agreement returned funding	..	42,290
Total	4,419	44,056

D6 GRANTS AND SUBSIDIES

	2021	2020
	\$'000	\$'000
Community service obligations and grants for energy	199,124	500,995
Community service obligations for water	4,235	10,169
Drought relief from electricity charges rebate	12	6,056
Land grants to external bodies	10,256	41,470
Other grants	3,103	1,800
Total	216,730	560,491

Accounting Policy – Grants and subsidies

Grants occur when a payment or contribution is made to an organisation or person in return for performance of a certain objective in compliance with certain terms and conditions and which directly give approximately equal value in return to the department.

D7 OTHER EXPENSES

	2021	2020
	\$'000	\$'000
Movement in fair value of financial instruments (gains)/losses*	..	76,462
Commissions	708	2,099
Impairment losses	..	1,564
Interest	11	(1)
Bad debt	318	1,274
Fee retentions	1,457	1,743
Court ordered	..	1
Infrastructure works and maintenance	509	988
Depreciation expense	3,086	4,617
Other	731	3,592
Total	6,819	92,338

*The commodity and electricity derivative instruments were transferred from the department to the Department of Energy and Public Works as part of the machinery-of-government changes in 2020-21. Refer to Note A3.

D8 RECEIVABLES

	2021	2020
	\$'000	\$'000
Current		
Trade debtors	550	1,050
Rent receivable	3,064	2,314
Operating leases ⁽¹⁾	8,490	12,224
Finance leases ⁽²⁾	2,649	3,873
Interest receivable	228	314
	14,982	19,774
Less: Allowance for impairment of receivables	(10,848)	(13,646)
	4,134	6,128
Prepayments to Consolidated Fund ⁽³⁾	14,813	16,339
Appropriation receivable	3,405	3,405
Valuation fees receivable	20,239	19,906
Other	153	46,747
Total	42,744	92,525
Non-current		
Operating Leases		
One to five years	591	659
Greater than five years
Finance leases ⁽²⁾		
One to five years	7,402	12,574
Greater than five years	3,826	8,200
Total	11,819	21,433

Various legislation on which some of these receivables are raised, contain hardship provisions enabling clients to apply for hardship relief in the payment of their debts. Collateral in the form of security over property is held for finance lease receivables. On full repayment of finance leases, the title for the relevant land is transferred to the purchaser.

NOTES TO THE FINANCIAL STATEMENTS

D8 RECEIVABLES (continued)

⁽¹⁾ The department issues operating leases, both term and perpetual, including permits and licences, as conditional contracts under the provision of the Land Act 1994. Rent is determined as a percentage of unimproved capital value, dependent on the purpose and category of the allocated asset. Revenue is recognised in the applicable accounting period and lease receipts are recognised as a reduction of the receivable.

⁽²⁾ The department issues finance leases under the provisions of the Land Act 1994 whereby the lessee elects to pay the purchase price over a number of years. At the inception of the lease, the assets are disposed and a receivable is raised for the present value of the minimum lease payments. Finance lease receivables settlement terms range from 2 to 60 years.

⁽³⁾ Represents remittances to the Consolidated Fund that relate to proposals and deposits on administered land sales before the transactions are legally finalised.

D8-1 IMPAIRMENT OF RECEIVABLESImpairment (Natural Resources Management-Land 2020-21 and Water 2019-20)

	2021			2020		
	Gross Receivables* \$'000	Loss rate %	Expected credit losses \$'000	Gross receivables \$'000	Loss rate %	Expected credit losses \$'000
Aging						
Current	13	1.00	..	37	1.00	1
1 to 30 days overdue	..	7.00	..	18	7.00	1
31 to 60 days overdue	..	28.00	..	1	28.00	..
61 to 90 days overdue	..	47.00	..	3	47.00	1
91 to 270 days overdue	..	70.00	..	233	70.00	164
>270 days	473	100.00	473	391	100.00	391
Total	486		473	683		558

Impairment (Natural Resources Management-Land)

	2021			2020		
	Gross Receivables* \$'000	Loss rate %	Expected credit losses \$'000	Gross receivables \$'000	Loss rate %	Expected credit losses \$'000
Aging						
1 to 30 days overdue	36	5.15	1	40	3.08	1
31 to 60 days overdue	1,164	5.10	59	796	7.16	57
61 to 90 days overdue	26	13.50	4	65	8.55	6
91 to 120 days overdue	24	16.98	4	96	10.74	10
>120 days	1,856	96.42	1,790	3,425	96.67	10,700
Hardship	5,550	100.00	5,550	7,643	100.00	..
Funded Arrears	740	100.00	740	..	100.00	..
Total	9,396		8,148	12,065		10,774

Impairment (Minerals and Energy Resources)

	2020			2019		
	Gross Receivables* \$'000	Loss rate %	Expected credit losses \$'000	Gross receivables \$'000	Loss rate %	Expected credit losses \$'000
Aging						
Current	-	2.83	-	0	2.83	0
1 to 30 days overdue	152	9.65	15	0	9.65	0
31 to 60 days overdue	34	37.98	13	0	37.98	0
61 to 90 days overdue	42	47.16	20	0	47.16	0
91 to 270 days overdue	13	54.72	7	0	54.72	0
>270 days	2,169	100.00	2,169	2,314	100.00	2,314
Total	2,410		2,224	2,314		2,314

* Excludes Queensland Government agencies or Australian Government agencies - no loss allowance recorded on the basis of no exposure to credit default.

D8 RECEIVABLES (continued)**D8-1 IMPAIRMENT OF RECEIVABLES (continued)****Disclosure – Movement in loss allowance for trade and other debtors**

	2021	2020
	\$'000	\$'000
Loss allowance as at 1 July	13,646	12,082
Increase/decrease in allowance recognised in operating result	(2,798)	1,564
Loss allowance as at 30 June ⁽¹⁾	<u>10,848</u>	<u>13,646</u>

⁽¹⁾ Includes bad debts written off of \$0.318 million (2020: \$1.274 million) and previous impaired amounts collected.

NOTES TO THE FINANCIAL STATEMENTS

D9 PROPERTY, PLANT AND EQUIPMENT AND RELATED DEPRECIATION**D9-1 PROPERTY, PLANT AND EQUIPMENT-BALANCES AND RECONCILIATION OF CARRYING AMOUNT**

Property, Plant and Equipment Reconciliation 30 June 2021	Land \$'000	Buildings \$'000	Infrastructure \$'000	Plant and Equipment	Total \$'000
Gross amount	74,265,668	584	268,509	117	74,534,878
Less: Accumulated depreciation	..	(478)	(146,051)	(66)	(146,595)
Carrying amount at 30 June 2021	74,265,668	106	122,458	51	74,388,283
Carrying amount at 1 July 2020 <i>(restated - refer Note G4)</i>	72,911,934	7,698	125,495	59	73,045,186
Disposals	(52,298)	(148)	(52,446)
Assets reclassified from held for sale	1,334	1,334
Prior year Unallocated State Land/Reserves adjustment accumulated surplus	(1,504)	(1,504)
Transfers in from external entities	192,428	192,428
Transfers out to external entities	(107,914)	(107,914)
Transfers in from other Queensland Government entities	11,994	11,994
Transfers out to other Queensland Government entities	(321)	(321)
Transfers out to other Queensland Government entities machinery-of- government	(104,310)	(7,287)	(117)	..	(111,714)
Net revaluation increments/(decrements) in asset revaluation surplus	1,414,326	2	-	-	1,414,328
Depreciation	-	(158)	(2,921)	(8)	(3,087)
Carrying amount at 30 June 2021	74,265,668	106	122,458	51	74,388,283
Property, Plant and Equipment Reconciliation 30 June 2020	Land ⁽¹⁾ \$'000	Buildings \$'000	Infrastructure \$'000	Plant and Equipment	Total \$'000
Gross amount	72,911,934	17,149	268,657	117	73,197,857
Less: Accumulated depreciation	..	(9,451)	(143,162)	(58)	(152,671)
Carrying amount at 30 June 2020	72,911,934	7,698	125,496	59	73,045,186
Carrying amount at 1 July 2019	72,255,621	6,284	128,585	67	72,390,557
Prior year land under roads adjustment ⁽¹⁾	1,040	1,040
Acquisitions	28	..	28
Disposals	(27,431)	(27,431)
Transfers in from external entities	216,976	216,976
Transfers out to external entities	(89,761)	(89,761)
Net revaluation increments/(decrements) in asset revaluation surplus	555,489	1,662	1,243	..	558,393
Depreciation	..	(248)	(4,360)	(8)	(4,617)
Carrying amount at 30 June 2020	72,911,934	7,698	125,495	59	73,045,186

⁽¹⁾ Refer to note G4 for details of the restatement of 2019-20 balances

All administered land, buildings and infrastructure are valued at fair value.

D9 PROPERTY, PLANT AND EQUIPMENT AND RELATED DEPRECIATION (continued)**D9-1 PROPERTY, PLANT AND EQUIPMENT-BALANCES AND RECONCILIATION OF CARRYING AMOUNT (continued)**

Administered land comprises:	2021 \$'000	Restated 2020 * \$'000
Land under roads *	62,993,629	62,347,446
Reserves	8,048,299	7,974,775
Leasehold land	2,315,489	1,565,669
Unallocated state land	852,883	856,733
Other	55,368	167,311
Total	74,265,668	72,911,934

* The departments land under roads assets were understated in 2019-20 by \$1.040 million. (Refer to note G4)

D9-2 MEASUREMENT OF PROPERTY, PLANT AND EQUIPMENT

Land, buildings and infrastructure are measured at fair value. The valuation methodology for material administered assets is as follows:

Land under roads

The department administers the *Land Act 1994* on behalf of the state and land under roads is considered an administered asset of the department. In Queensland, land under roads not subject to freehold or leasehold title or reserve tenure vests in the State of Queensland as per the *Land Act 1994*.

Land under roads subject to freehold or leasehold title or reserve tenure is recorded by the entity that holds the freehold or leasehold title or trusteeship of a reserve.

Transfers of land under roads from other agencies, such as the Department of Transport and Main Roads, are treated as a transaction with owners and are recorded in contributed equity. Transfers from and to other entities are treated as revenue and expenditure respectively, using fair value, at time of transfer.

The englobo valuation method is used by the department to value land under roads. This method inherently reflects the characteristics that would be taken into account by a potential buyer of land under roads that is made available for sale (after having the legislative restriction removed). Englobo valuation is inclusive of all potential land uses and reflects that if removal of the legislative restriction occurred, land under roads would revert back to its original un-subdivided state. This methodology is appropriate for all land under roads, regardless of its location or whatever type of road infrastructure (if any) is currently on it.

In terms of the AASB 13 fair value hierarchy (refer to note E1-1) the department categorises the land under roads valuation as being level 2. Sensitivity in the valuation is directly related to the value of land in each local government area.

Reserves and unallocated state land

Under the *Land Act 1994* the department administers reserved land used for community purposes and the balance of all Queensland land not otherwise categorised, known as unallocated state land. As there is no directly observable market for the valuation of these categories, the following method is used.

Reserved and unallocated state land has been valued according to how a potential buyer would price it assuming it is in a state in which it could be sold. Each parcel of land is valued using professional judgement based on direct comparison to recent property sales in the general location of the department's land. Particular consideration is given to those recent property sales where the land is of a similar topography, or in similar circumstances (e.g. limitations), to the department's land.

In terms of the AASB 13 fair value hierarchy (refer to note E1-1) the department categorises these valuations as being level 3. Sensitivity in the valuation relates to both the property sales values and the manner in which professional judgement is applied in determining the fair value of the department's land.

NOTES TO THE FINANCIAL STATEMENTS

D9 PROPERTY, PLANT, EQUIPMENT AND RELATED DEPRECIATION (continued)**D9-2 MEASUREMENT OF PROPERTY, PLANT AND EQUIPMENT (continued)****Leasehold land**

Leasehold land is land owned by the state and provided to lessees for varying terms or in perpetuity in return for regular payment. Leased land includes pastoral, residential, business, government, charitable, clubs and communication tenures. All leasehold land is valued and reported using the present value of the future income of the leases.

The department considers the present value method to represent the fair value of the land in accordance with the income approach provided by AASB 13 Fair Value Measurement and market participant buying assumptions.

Historically the leases to these properties are renewed for identical purposes. The department has therefore assumed, in the absence of factors suggesting a different use by market participants, that the current use is its highest and best use.

In terms of the AASB 13 fair value hierarchy (refer to note E1-1) the department categorises these valuations as being level 3. Sensitivity in the valuation of leasehold land is directly related to changes in the unimproved valuation of the land on which regulated lease payments are determined.

Non-commercial water infrastructure assets

The department administers a number of non-commercial water infrastructure assets. These assets are valued using the Current Replacement Cost (CRC) method and applying the Modern Engineering Equivalent Replacement Asset (MEERA) approach where the replacement cost of an asset is assessed on the basis of design and construction using modern technology.

In terms of the AASB 13 fair value hierarchy (refer to note E1-1) the department categorises these valuations as being level 3.

D10 PAYABLES

	2021	2020
	\$'000	\$'000
Community service obligations payable	..	45,283
Transfer of administered item revenue to government payable	20,521	61,898
Other	3,906	1,857
Total	24,427	109,038

D11 PROPOSALS AND DEPOSITS

Proposals and deposits are recognised upon receipt and represent funds paid by applicants in relation to prospective land dealings and are held by the department contingent upon the applicant progressing the dealing to finalisation. In the event dealings are not finalised, the department returns the defaulted monies to the original applicant.

D12 OTHER LIABILITIES

	2021	2020
	\$'000	\$'000
Current Liabilities		
Unearned revenue	16,987	15,183
Other	3,598	(603)
Total Current Liabilities	20,585	14,580
Non-Current Liabilities		
Commodity and electricity derivative instruments at fair value*	..	197,722
Other	..	51
Total Non-Current Liabilities	..	197,773

* The commodity and electricity derivative instruments were transferred from the department to the Department of Energy and Public Works as part of the machinery-of-government changes in 2020-21. Refer to Note A3.

D13 ASSET REVALUATION SURPLUS BY CLASS

	2021	Restated
	\$'000	2020 *
		\$'000
Land		
Balance at 1 July	5,128,302	4,608,229
Prior year land under road adjustment *	..	(35,417)
Revaluation increments/(decrements)	1,414,326	555,489
Balance as at 30 June	6,542,627	5,128,302
Buildings		
Balance at 1 July	3,968	2,306
Revaluation increments/(decrements)	2	1,662
Balance as at 30 June	3,970	3,968
Infrastructure		
Balance at 1 July	4,018	2,775
Revaluation increments/(decrements)	..	1,243
Balance as at 30 June	4,018	4,018
Total	6,550,614	5,136,288

* Refer to note G4 for details of the restatement of 2019-20 balances

Accounting Policy – Asset Revaluation Surplus by Class

The asset revaluation surplus represents the net effect of upward and downward revaluations of assets to fair value.

D14 TRUST TRANSACTIONS AND BALANCES

	2021	2020
	\$'000	\$'000
Revenues	2,504	2,675
Expenses	1,064	2,621
Net surplus/(deficit)	1,440	54
Total current assets	10,852	9,412
Total current liabilities	1,428	3,505
Total non-current liabilities	9,424	5,908
Net assets

The department holds security deposits and bank guarantees under the *Mineral Resources Act 1989* (MRA) associated with the granting of resource authorities. Security is held for

- compliance with the conditions of the resource authority
- compliance with the provisions of the MRA;
- rectification of any actual damage that may be caused by any person whilst acting under the resource authority to pre-existing improvements; and
- amounts payable to the State (other than penalties) under the MRA.

At 30 June 2021, the department, on behalf of the State of Queensland, held bank guarantees totalling \$10.571 million (2020: \$8.708 million) and cash held in trust of \$10.852 million (2020: \$9.412 million).

SECTION 5 NOTES ABOUT RISKS AND OTHER ACCOUNTING UNCERTAINTIES

E1 FAIR VALUE MEASUREMENT**E1-1 ACCOUNTING POLICIES AND INPUTS FOR FAIR VALUES**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique.

Observable inputs are publicly available data that are relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the department in relation to non-financial assets include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgements that are not available publicly, but are relevant to the characteristics of the assets/liabilities being valued. Significant unobservable inputs used by the department in relation to non-financial assets include, but are not limited to, subjective adjustments made to observable data to take account of the characteristics/functionality of the department assets, internal records of recent construction costs (and/or estimates of such costs) and assessments of physical condition and remaining useful life. In relation to financial liabilities, unobservable inputs include forward commodity and electricity prices, forecast generation and assumptions on the operation of the wholesale electricity and environmental markets. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use.

Fair Value Measurement Hierarchy

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

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

All material property, plant and equipment assets held or administered by the department are categorised within level 3 of the fair value hierarchy, except land under roads, which is categorised within level 2. There were no transfers of assets/liabilities between fair value hierarchy levels during the period.

E1-2 BASIS FOR FAIR VALUE MEASUREMENT**PROPERTY, PLANT AND EQUIPMENT**

The department comprehensively values its land, building and infrastructure assets using a rolling revaluation program which ensures all material assets are valued by independent professional valuers at least once every five years. Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up to date via the application of relevant indices (refer Note C3-3 and D9-2).

E1-2 BASIS FOR FAIR VALUE MEASUREMENT (continued)

The following table depicts the asset class and region which were comprehensively valued in 2020-21:

Asset Class	Controlled and/or Administered	Effective date of last specific appraisal	Valuation approach	Inputs	Subsequent valuation activity
Land (South region)	Administered and Controlled	30 June 2021 by SVS	Market-based assessment	Publicly available data on sales of similar land in nearby localities in the twelve months prior to the date of the revaluation. Adjustments were made to the sales data to take into account the location, size, street/road frontage and access, and any significant restriction for each individual land parcel.	Updated annually applying indices provided by SVS and derived from the review of market transactions for each local government area.
Buildings (South region)	Administered and Controlled	30 June 2021 by SVS	Current replacement cost (due to no active market for such facilities)	Internal records of the original cost are adjusted for contemporary technology and construction approaches. Significant judgement is also used to assess the remaining service potential of the facility, given local climatic and environmental conditions, projected usage, and records of the current condition of facility.	Updated annually applying indices provided by SVS and derived from building and construction industry improvement rates.
Infrastructure (South region)	Administered and Controlled	30 June 2021 by SVS	Current replacement cost (due to no active market for such facilities)	Internal records of the original cost are adjusted for contemporary technology and construction approaches. Significant judgement is also used to assess the remaining service potential of the facility, given local climatic and environmental conditions, projected usage, and records of the current condition of facility.	Updated annually applying indices provided by SVS and derived from building and construction industry improvement rates.
Infrastructure – Abandoned Mine Sites (South region)	Controlled	30 June 2021 by SVS	Current replacement cost (due to no active market for such facilities)	Site surveys and inspections used to verify documents and physical asset componentry to be valued. Given the nature of the complex assets being appraised, a combination of pricing methodologies and detailed estimates used in determining cost of replacing existing assets with a modern equivalent. The condition is assessed taking into account both physical characteristics as well as operational considerations such as functionality, capability/capacity, utilisation and technology obsolescence.	Updated annually applying indices provided by SVS and derived from building and construction industry improvement rates.

NOTES TO THE FINANCIAL STATEMENTS

E1-2 BASIS FOR FAIR VALUE MEASUREMENT (continued)

Asset Class	Controlled and/or Administered	Effective date of last specific appraisal	Valuation approach	Inputs	Subsequent valuation activity
Land – Non-commercial Assets	Administered	30 June 2021 by SVS	Market-based assessment	Publicly available data on sales of similar land in nearby localities in the twelve months prior to the date of the revaluation. Adjustments were made to the sales data to take into account the location, size, street/road frontage and access, and any significant restriction for each individual land parcel.	Updated annually applying indices provided by SVS

E1 FAIR VALUE MEASUREMENT (continued)**E1-3 LEVEL 3 FAIR VALUE MEASUREMENT – SIGNIFICANT VALUATION INPUTS AND IMPACTS****PROPERTY, PLANT AND EQUIPMENT**

The following table outlines the significant unobservable valuation inputs and their potential impact on the valuation outcome for income producing Administered leasehold land measured at fair value and classified as Level 3 under the fair value hierarchy:

Description	Fair value at		Possible alternative range for significant inputs	Possible alternative range for significant inputs		Impact of alternative amounts for significant level 3 inputs
	30 June 2021 \$'000	30 June 2020 \$'000		2021	2020	
Leasehold Land	2,315,489	1,565,669	In relation to leasehold land the present value discount rate applied.	5.0% to 9.0%	6.0% to 10.0%	Increase in discount rate used would decrease the fair value.
						Reduction in discount rate used would increase the fair value.
			In relation to leasehold land adjustments to the rental rate applied depending on type of lease.	0.75%-7% of unimproved value of land	0.75%-7% of unimproved value of land	Increase in rental return rate would increase the fair value.
						Reduction in rental return rate used would decrease the fair value.

E2 FINANCIAL RISK DISCLOSURES**E2-1 FINANCIAL INSTRUMENTS CATEGORIES**

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

CONTROLLED

	Notes	2021 \$'000	2020 \$'000
Financial assets			
Cash and cash equivalents	C1	78,989	141,195
Receivables at amortised cost	C2	19,546	16,045
Total		98,534	157,240
Financial liabilities			
Payables at amortised cost	C5	23,196	43,742
Total		23,196	43,742

ADMINISTERED

	Notes	2021 \$'000	2020 \$'000
Financial assets			
Cash and cash equivalents		60,345	65,973
Receivables at amortised cost			
Current	D8	42,744	92,525
Non-current	D8	11,819	21,433
Total		114,908	179,932

NOTES TO THE FINANCIAL STATEMENTS

E2-1 FINANCIAL INSTRUMENTS CATEGORIES (continued)**ADMINISTERED**

	Notes	2021 \$'000	2020 \$'000
Financial liabilities			
Payables at amortised cost	D10	24,427	109,038
Commodity and electricity derivative instruments at fair value*	D12	..	197,722
Total		24,427	306,760

* The commodity and electricity derivative instrument transferred out of the department when the Energy service was no longer a service of the department following the machinery-of-government change effective from 1 December 2020. Refer to note A3 for details of the machinery-of-government changes.

E2-2 FINANCIAL RISK MANAGEMENT**(a) Risk Exposure**

The department's activities expose it to a variety of financial risks – credit risk, liquidity risk, market risk and commodity price risk. Financial risk management is implemented pursuant to Government and departmental policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

All financial risk is managed under approved departmental financial management policies. The department utilises written principles for overall risk management, as well as policies covering specific areas. The department measures risk exposure using a variety of methods as follows:

Risk Exposure	Definition	Measurement Method
Credit risk – receivables	Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	Ageing analysis, earnings at risk
Liquidity risk – payables	Liquidity risk refers to the situation where the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	Sensitivity analysis
Market risk – Administered finance leases (interest rate risk)	The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.	Interest rate sensitivity analysis

(b) Credit Risk

The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the department invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis. The carrying amount of receivables represents the maximum exposure to credit risk. No collateral is held as security and no credit enhancements relate to financial assets held by the department.

(c) Liquidity Risk

The department manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk (primarily through payables) by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities.

The liquidity risk of non-derivative financial liabilities relate to controlled payables of \$23.196 million (2020: \$43.742 million) and administered payables of \$24.427 million (2020: \$109.038 million) due in less than one year.

E3 CONTINGENCIES

Litigation in progress

As at 30 June 2021 the following claims against the department were filed in the courts or lodged with the department:

	2021 Number of cases	2020 Number of cases
Supreme Court	4	15
District Court	2	3
Magistrates Court	1	5
Industrial Court	0	4
Industrial Magistrates Court	0	7
Land Court	1	4
Court of Appeal	1	3
Total	9	41

At reporting date, it is not possible to estimate any probable outcome of these claims or any financial effect. The department has received notification of 4 (2020: 26) claims which are not yet subject to court action. These cases may or may not result in subsequent litigation. Indemnity for the department has been sought in respect of some of the above matters through the Queensland Government Insurance Fund.

Native title claims over departmental land

At 30 June 2021, there were 55 (2020: 56) unresolved native title claims before the federal court over lands (including offshore islands) either controlled or administered by the department. The claims cover an area of approximately 25% (2020: 26%) of the state. At reporting date it is not possible to make an estimate of any probable outcome of these claims, or of any financial effects. The potential financial impact is limited to legal costs.

Collingwood Park State Guarantee

The department is responsible for the administration of the *Mineral Resources Act 1989*. This Act provides a State Guarantee to owners of affected land at Collingwood Park:

- to pay for any works necessary to stabilise the affected land if there is subsidence damage to the land;
- to repair any subsidence damage to the affected land if, in the Chief Executive's opinion, it is cost-effective for the State to repair the damage; or
- to purchase the land at market value if the land is affected by subsidence damage and, in the Chief Executive's opinion, it is not cost-effective for the State to repair the damage.

At the reporting date it is not possible to determine the extent or timing of any potential financial effect of this State Guarantee.

Volumetric Lease Bank Guarantees

Under the *Land Act 1994*, lessees of volumetric leases are required to provide a security in the form of a bank guarantee to be retained by the department to ensure compliance. The security together with the lease agreement commits the lessee to perform specific reparation conditions. As at 30 June the department holds bank guarantees of \$15.402 million (2020: \$16.337 million).

Vegetation Management Bank Guarantees

Under the *Vegetation Management Act 1999* and *Sustainable Planning Act 2009* (formerly *Integrated Planning Act 1997*), development applicants may be required to provide financial security as a means of meeting a particular aspect of a vegetation management code. The security together with the agreement commits the developer to providing a vegetation offset within 12 months. As at 30 June, the department holds bank guarantees of \$0.750 million (2020: \$0.750 million).

Under the *Regional Planning Interests Act 2014* bank guarantees are retained by the department to ensure compliance with specific requirements relating to protection decisions and compliance certificates for resource activities in strategic cropping areas. As at 30 June, the department holds bank guarantees of \$2.359 million (2020: \$2.359 million).

E4 CAPITAL COMMITMENTS

No material capital expenditure commitments were contracted for at reporting date.

E5 FUTURE IMPACT OF ACCOUNTING STANDARDS NOT YET EFFECTIVE

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

**SECTION 6
NOTES ABOUT OUR PERFORMANCE COMPARED TO BUDGET**
F1 BUDGETARY REPORTING DISCLOSURES

This section contains explanations of major variances between the department's actual 2020-21 financial results and the original budget presented to Parliament.

FINANCIAL IMPACTS -COVID-19 PANDEMIC

COVID-19, which is a respiratory illness caused by a new virus, was declared a world-wide pandemic by the World Health Organisation in March 2020.

The evolving nature of COVID-19 and the uncertainty around the possible future economic impacts, the department has:

- given consideration to any additional areas of judgement or estimation uncertainty beyond what has been disclosed
- updated its fiscal outlook – principally for the purposes of the impairment analysis of financial and non-financial asset classes and disclosures such as fair value disclosures of financial assets and liabilities
- considered the impact of COVID-19 on the department's financial statement disclosures.

No adjustments to the carrying value of recorded assets or other adjustments to the amounts recorded in the financial statements were recognised during the financial year as a result of these considerations.

The financial impact of the COVID-19 pandemic for the department has not been significant. The department has administered COVID-19 fee waivers (refer Note D4) in line with Government's relief and recovery measures as follows:

- land rent relief scheme across various industries amounting to 11,637 leases, licenses and permits.
- exploration land rent waivers across the mining industry.

The department will continue to monitor the future economic and financial impacts for the 2021-22 financial year and beyond.

F1-1 EXPLANATION OF MAJOR VARIANCES – STATEMENT OF COMPREHENSIVE INCOME

<i>User charges and fees:</i>	The increase to is primarily due to an increase in Titles search fees due to a rise in market activity.
<i>Grants and Other Contributions:</i>	The increase in is due to unbudgeted goods and services received below fair value for the department's records stored with the Queensland State Archives.
<i>Employee expenses:</i>	The variance is driven primarily by updated machinery-of-government adjustments which were not finalised until March 2021. The underspend has also been impacted by vacant positions to assist with achieving the Governments Savings and Debt Plan measures.
<i>Grants and subsidies:</i>	The variance is primarily due to the return of funds from Resources Safety and Health Queensland on the completion of the Board of Inquiry, as well as unbudgeted commonwealth revenue received for various programs.
<i>Depreciation and amortisation:</i>	The variance in amortisation is due to the capitalisation of internally generated software across the department's IT portfolio.

F1 BUDGETARY REPORTING DISCLOSURES (continued)**F1-2 EXPLANATION OF MAJOR VARIANCES – ADMINISTERED STATEMENT OF COMPREHENSIVE INCOME**

<i>User charges and fees</i>	The variance is primarily due to Titles lodgement fees which are subject to market fluctuations.
<i>Property and territorial revenue</i>	The variance is mainly due to COVID-19 fee waivers for land and mining rents in line with the Government's relief and recovery measures.
<i>Grants and subsidies</i>	The variance primarily relates to land grants provided to external bodies. A budget has been established based on historical data however these amounts tend to fluctuate due to the unpredictability of the activity.
<i>Land transfers inwards</i>	The actual amount reflects movements in land dealings with and on behalf of non-government agencies. Due to the unpredictable nature of this activity there is no budget recorded.
<i>Land transfers outwards</i>	The actual amount reflects movements in land dealings with and on behalf of non-government agencies. Due to the unpredictable nature of this activity there is no budget recorded.
<i>Gain on disposal of land</i>	The budget estimate is based on historical trends. The amount fluctuates depending on land available for disposal, market activity and the cost of sales.

SECTION 7 OTHER INFORMATION
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G1 KEY MANAGEMENT PERSONNEL DISCLOSURES**Details of Key Management Personnel**

The department's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in AASB 124 *Related Party Disclosures*.

The following details for non-Ministerial key management personnel reflect those positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2020-21 and 2019-20. Further information about these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Position Responsibility
Director-General	Responsible for the efficient, effective and economic administration of the department.
Deputy Director-General, Policy	Provides strategic leadership and direction on policy matters regarding land, water, georesources and native title.
Deputy Director-General, Natural Resources	Provides strategic leadership and direction in delivering the department's natural resource functions and services.
Deputy Director-General, Lands	Provides strategic leadership and direction in delivering the department's land and spatial functions and services.
Deputy Director-General, Georesources	Provides strategic leadership and direction in delivering the department's georesources functions and services.
Deputy Director-General, Energy	Provides strategic leadership and direction to the department's energy functions and responsibilities
Deputy Director-General, Business and Corporate Partnerships	Provides strategic leadership and direction of the department's corporate and business support functions.
Executive Director Human Resources	Provides strategic leadership and direction of the department's human resource functions.
Executive Director Communications	Provides strategic leadership and direction of the department's communication functions.
Chief Finance Officer and Executive Director, Finance and Corporate Operations	Responsible for the efficient, effective and economic financial administration of the department.

G1 KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)**KMP Remuneration Policies**

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

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

Remuneration expenses for key management personnel comprise the following components:

Short term employee expenses which include:

- salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee occupied a key management personnel position;
- non-monetary benefits - consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.

Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.

Post-employment expenses include amounts expensed in respect of employer superannuation obligations.

Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

NOTES TO THE FINANCIAL STATEMENTS

G1 KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)**Remuneration Expenses**

The following disclosures focus on the expenses incurred by the department attributable to non-Ministerial KMP during the respective reporting periods. The amounts disclosed are determined on the same basis as expenses recognised in the Statement of Comprehensive Income.

2020-21 Position	Short Term Employee Expenses		Long Term Employee	Post-Employment Expenses	Termination Benefits	Total Expenses
	Monetary Expenses \$'000	Non-Monetary Benefits \$'000	\$'000	\$'000	\$'000	\$'000
Director-General (1/7/2020 – 31/12/2020)	220	7	5	13	..	245
Director-General (4/1/2021 – 30/6/2020)	231	2	5	27	..	265
Deputy Director-General, Policy ^{(1) (2)} (1/7/2020 – 30/11/2020)	93	7	2	11	..	113
Deputy Director-General, Natural Resources ⁽²⁾ (1/7/2020 – 30/11/2020)	104	6	2	11	..	123
Deputy Director-General, Georesources	224	10	5	24	..	264
Deputy Director-General, Lands	210	10	5	24	..	249
Deputy Director-General, Energy ⁽²⁾ (1/7/2020 – 30/11/2020)	98	6	2	9	..	115
Deputy Director-General, Business and Corporate Partnerships	229	10	5	22	..	266
Executive Director Human Resources	196	10	5	22	..	233
Executive Director, Communications	190	10	4	20	..	224
Chief Finance Officer and Executive Director, Finance and Corporate Operations	200	10	5	22	..	237

⁽¹⁾ This position was restructured on 30 November 2020.

⁽²⁾ These positions transferred out of the department effective from 1 December 2020 as part of the machinery-of-government changes.

Performance Payments

No key management personnel remuneration packages provide for performance or bonus payments

G1 KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)**Remuneration Expenses (continued)**

2019-20 Position	Short Term Employee Expenses		Long Term Employee	Post-Employment Expenses	Termination Benefits	Total Expenses
	Monetary Expenses \$'000	Non-Monetary Benefits \$'000	\$'000	\$'000	\$'000	\$'000
Director-General	380	10	9	25	..	424
Deputy Director-General, Policy (1/7/2019 – 14/04/2020)	203	8	4	23	..	238
Deputy Director-General, Policy (1/4/2020 – 30/06/2020)	90	4	2	8	..	104
Deputy Director-General, Natural Resources	240	10	6	26	..	282
Deputy Director-General, Georesources	231	10	5	24	..	270
Deputy Director-General, Lands (1/7/2019 – 27/7/2019)	28	1	0	2	..	31
Deputy Director-General, Lands (12/08/2019 – 30/06/2020)	201	9	4	21	..	235
Deputy Director-General, Energy	221	10	5	24	..	260
Deputy Director-General, Business and Corporate Partnerships	236	10	6	22	..	274
Executive Director, Resources Safety and Health	261	0	6	28	..	295
Executive Director, Communications	215	9	4	21	..	249
Executive Director, Office of the Director-General ⁽¹⁾
Chief Finance Officer and Executive Director, Finance and Corporate Operations	202	10	5	22	..	239

⁽¹⁾ The position has been vacant for duration of the financial year 2019-20

Performance Payments

No key management personnel remuneration packages provide for performance or bonus payments

NOTES TO THE FINANCIAL STATEMENTS

G2 RELATED PARTY TRANSACTIONS**Transactions with people/entities related to KMP**

During the 2020-21 financial year there were no transactions with people/entities related to or by KMP.

Transactions with other Queensland Government-controlled entities

The department's primary ongoing sources of funding from Government for its services are appropriation revenue (Note B1-1) and equity injections (Note C8-1), both of which are provided in cash via Queensland Treasury.

As outlined in Note A2, the department participates in a corporate partnership arrangement with other Government agencies, where it is a 'host' and a 'recipient' of a number of strategic and operational corporate services.

The department also transacts with various Queensland Government agencies on a fee for service basis including:

- Department of Agriculture and Fisheries for information and communication technology services.
- Department of Justice and Attorney-General (Crown Law) for legal services/advice.
- Department of Energy and Public Works for accommodation services, building and asset services, vehicle services (Q-Fleet) and operational services (Queensland Shared Services) such as accounts receivable, payroll management, taxation and telecommunications.

The department has also had transactions with the following government owned corporations and statutory bodies for the provision of Grants, Community Service Obligations or transactions relating to Local Management Arrangements.

Government owned corporations

- Energy Queensland Limited (refer Note B2-3, D6 and D10)
- Sunwater Limited (refer Note B2-4, D6, and D10)
- Powerlink Queensland (refer Note B2-3)

Statutory body

- Seqwater (refer Note D6 and D10)
- Resources Safety and Health Queensland (refer Note B2-3)

G3 FIRST YEAR APPLICATION OF NEW ACCOUNTING STANDARDS OR CHANGE IN POLICY

One new accounting standard was applied for the first time in 2020-21:

- AASB 1059 *Service Concession Arrangements: Grantors*

The effect of adopting the new standard is detailed in note G3-1. No other accounting standards or interpretations that apply to the department for the first time in 2020-21 have any material impact on the financial statements.

Accounting standards early adopted

No Australian Accounting Standards have been early adopted for 2020-21.

G3-1 AASB 1059 SERVICE CONCESSION ARRANGEMENTS: GRANTORS

The department applied AASB 1059 *Service Concession Arrangements: Grantors* for the first time in 2020-21. The nature and effect of changes resulting from the adoption of AASB 1059 are described below.

1. Scope of AASB 1059

AASB 1059 applies to grantors in service concession arrangements, which involve an operator:

- a) providing public services related to a service concession asset on behalf of a grantor; and
- b) managing at least some of those services under its own discretion, rather than at the direction of the grantor.

In addition, the grantor must control the asset, which is demonstrated by:

a) controlling or regulating

- what services the operator must provide with the asset,
- to whom it must provide them, and
- at what price; and

b) controlling any significant residual interest in the asset at the end of the term of the arrangement.

G3-1 AASB 1059 SERVICE CONCESSION ARRANGEMENTS: GRANTORS (continued)

Public-private partnership arrangements that do not fall within scope of AASB 1059 are assessed under other accounting standards to determine the appropriate accounting treatment.

2. Accounting for service concession arrangements under AASB 1059

Service concession asset

The grantor recognises a service concession asset provided by the grantor upon gaining control of the asset. The asset is initially measured at current replacement cost and subsequently depreciated over the asset's useful life.

Where an existing asset of the grantor (e.g. PP&E) becomes a service concession asset, the asset is reclassified as a service concession asset and is revalued to current replacement cost.

Liabilities

The nature of the liability recognised depends on how the operator is compensated for the asset.

- Where the grantor makes capital payments to the operator, the grantor recognises a financial liability. Payments to the operator for services are not included in the financial liability, they are expensed as incurred.
- Where the grantor grants the operator a right to earn revenue from users of the asset or a right to access another revenue-generating asset for the operator's own use, the grantor recognises an unearned revenue liability.
- A service concession arrangement may involve both payments and grant of a right to the operator.

The financial liability accrues interest and is reduced when capital payments are made to the operator. Unearned revenue is recognised as revenue over the concession period reflecting the economic substance of the arrangement.

Where the service concession asset is an existing asset of the grantor, unearned revenue is only recognised to the extent of any consideration received from the operator.

3. Transitional impact

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

G4 PRIOR PERIOD ERRORS AND ADJUSTMENTS

Administered activities

In preparation of the 2020-21 financial statements, the department identified that the land under roads asset (refer to note D9-1) was misstated in 2019-20 as a result of untimely processing of additions and disposals by another agency.

The line items restated in the 2020-21 financial statements are as follows:

	Notes	2019-20 Published Financial Statements \$'000	2019-20 Adjustments \$'000	2019-20 Restated actuals \$'000
<u>Statement of Financial Position</u>				
Property, Plant and Equipment				
Land	D9, D9-1	72,910,893	1,040	72,911,933
Total assets		72,910,893	1,040	72,911,933
Equity				
Contributed equity		66,338,816	63,668	66,402,484
Accumulated surplus		1,379,248	(27,211)	1,352,037
Asset revaluation reserve	D13	5,171,702	(35,417)	5,136,285
Total Equity		72,889,766	1,040	72,890,805

NOTES TO THE FINANCIAL STATEMENTS

G5 TAXATION

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the department. GST credits receivable from, and GST payable to the ATO are recognised – refer to Note C2.

G6 CLIMATE RISK DISCLOSURE**Climate Risk Assessment**

The department addresses the financial impacts of climate related risks by identifying and monitoring the accounting judgements and estimates that will potentially be affected, including asset useful lives, fair value of assets, provisions or contingent liabilities and changes to future expenses and revenue.

The department has identified its potential material climate related risks relate to the expected credit losses relating to receivables. For the department environmental and climate factors for example drought, cyclone and monsoon affects customers and their ability to pay amounts due to the department. The effect of these risk factors are already accounted for in calculating the impairment of receivables, refer to note C2-1.

Future Year Impacts

On 1 June 2020, the Queensland Government announced a new round of climate change mitigation measures as part of the Queensland Government's Queensland Climate Transition Strategy. As a result of these measures being announced, the department will be required, as directed by the Government, to generate or acquire Australian Carbon Credit Units (ACCU's) to abate emissions expected over a 15 year period commencing in 2026.

The actual cost will vary depending on the method of ACCU generation, future price movements and the timing when such ACCU's are controlled by the department. Additionally, some ACCUs generated will have features for which there is currently no market, and the valuation of these ACCUs will require significant judgement.

No liabilities, contingent liabilities or contractual commitments exist at the reporting date in respect of this announcement.

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with s.62 (1) (b) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Resources for the financial year ended 30 June 2020 and of the financial position of the department at the end of that year; and

The Director-General, as the Accountable Officer of the Department, acknowledges responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



KATRINA PLATT, CPA
Chief Finance Officer

12 August 2021



MIKE KAISER
Director-General

12 August 2021



INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Resources

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Department of Resources.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2021, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statement of financial position and statement of assets and liabilities by major departmental service as at 30 June 2021, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental service for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

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

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

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

Key audit matters

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



Valuation of administered property, plant and equipment

Refer to note D9-1 and D9-2 in the financial statements

Land under roads \$62.99 billion

Key audit matter	How my audit addressed the key audit matter
<p>Management has estimated the fair value of the department's Land under roads (LUR) to be \$62.99 billion as at 30 June 2021. The fair value measurement is based on a market approach (englobo valuation) to arrive at fair value.</p> <p>The market approach references the observable statutory values for freehold and leasehold land in each local government area, dividing that aggregate statutory value by the corresponding land area and applying the average rate to the total area of LUR.</p> <p>Significant judgement was required in relation to:</p> <ul style="list-style-type: none"> The englobo valuation methodology The valuation of freehold and leasehold land in each local government area The calculation to apply the land value to LUR. 	<p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> Assessing and obtaining an understanding of the englobo valuation methodology. Assessing the competence, capability and objectivity of the internal valuers. Testing management's controls over the Automated Title System (ATS) and Queensland Valuation and Sales (QVAS) database. Checking, on a sample basis, the accuracy and relevance of input data used for the opening balances of LUR, both area and rate, including reconciling input data to supporting evidence such as the land area report from the Digital Cadastral Database at a local government and total state level. Verifying a sample of material LUR movements to supporting information in ATS LUR movements including obtaining confirmation from Department of Transport and Main Roads to evidence equity transfers. Verifying the mathematical accuracy of the LUR calculation.

Reserves and unallocated state land \$8.9 billion

Key audit matter	How my audit addressed the key audit matter
<p>Management has estimated the fair value of the department's Reserves and unallocated state land to be \$8.9 billion as at 30 June 2021. Each parcel of reserved land and unallocated state land is valued using a direct comparison approach (i.e. a market valuation approach).</p> <p>The valuations are dependent on certain key assumptions that require significant management judgement including the following in respect of:</p> <ul style="list-style-type: none"> Unit of account: each parcel of reserved land and unallocated state land identified regardless of location. Valuation technique: the fair value categorisation used <ul style="list-style-type: none"> recent property sales in the general location of the land extrapolation and professional judgement in determining fair value for each parcel of land taking into consideration any restriction on use that may exist. 	<p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> Obtaining an understanding of the methodology used and ensuring consistent application thereof. Assessing the competence, capability and objectivity of the internal valuers. Testing management's controls over the Land Asset Management System (LAMS). Tracing valuations from QVAS to the values held in LAMS. Checking, on a sample basis, the accuracy and relevance of the input data used, including reconciling input data to supporting evidence such as reports provided by the valuers. Comparing values to the valuation movements of rateable properties with similar characteristics and which were valued as part of the annual statutory valuation program.



Responsibilities of the department for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial report

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

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

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



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

From the matters communicated with the Accountable Officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2021:

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

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.

Irshaad Asim

13 August 2021

Irshaad Asim
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

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APPENDIX 1: PERFORMANCE STATEMENT

NATURAL RESOURCE MANAGEMENT SERVICES

The objective of this service area is the sustainable management of Queensland's land and native vegetation resources and the provision of the department's property and spatial information services.

This service area supported government and departmental priorities by:

- delivering a program of work to implement the suite of vegetation management commitments, in collaboration with relevant Queensland Government departments
- progressing implementation of the Natural Resources Investment Program to ensure Queensland's land and vegetation resources are sustainably managed and continually strengthened
- progressing the enhanced Statewide Landcover and Trees Study (SLATS) and vegetation mapping, assessment and monitoring in Queensland in consultation with the Department of Environment and Science
- providing property valuation services across Queensland, including promoting easier electronic access to valuations
- continuing to register all land-related transactions associated with freehold and non-freehold land in Queensland through the Titles Registry, and maintain the registers for land and water allocations
- continuing to support the government's Minjerrabah (North Stradbroke Island) Tenure Resolution Program
- continuing to promote native title consent determinations across Queensland
- continuing with the program to finalise outstanding entitlements to leases in Aboriginal and Torres Strait Island communities
- continuing to collect, maintain, enhance and make accessible the spatial information of Queensland
- providing real-time satellite monitoring of Queensland's natural resources
- implementing the Geocentric Datum of Australia (GDA 2020).

Table 1: Natural Resource Management Services (estimates and actuals for 2020–21)

DEPARTMENT OF RESOURCES	NOTES	2020–21 TARGET/ ESTIMATE	2020–21 ACTUAL
SERVICE AREA: Natural Resource Management ¹			
SERVICE: Sustainable management of Queensland's land and native vegetation resources and the provision of the department's property and spatial information services			
SERVICE STANDARDS			
Effectiveness measure			
Percentage of native title claims resolved by agreement between the parties		>50%	100%
Accuracy of title dealings registered		99.5%	99.9%
Average percentage adjustment to annual statutory land valuations, resulting from all properly made objections	2	≤8%	5.6%
Efficiency measures			
Average cost per valuation	3	<\$20	\$13.33
Average cost per online spatial services accessed	4	≤\$0.088	\$0.015

Notes:

1. The service area previously included two material services: sustainable management of Queensland's land and water resources; and accurate, timely knowledge of property and spatial information resources services. They have been combined into one service area focused on land and vegetation resources.
2. This service standard measures the effectiveness of providing Queenslanders with accurate, timely knowledge of land valuations. This service standard relates to the average percentage adjustment to land valuations, calculated from all properly made objections. It is an indicator of the accuracy of the land valuations. The wording for this measure has changed to take into account the wording in the *Land Valuation Act 2010*. It was previously worded 'Average percentage adjustment to annual statutory land valuations, resulting from meritorious objections' in the 2019–20 Service Delivery Statements (SDS). The calculation methodology has not changed.
3. This service standard measures the efficiency of this service to fulfil its intended outcome of Queenslanders having access to reliable and accurate statutory land valuations. The average cost per valuation is an overall efficiency measure of the area's output. The budgeted base expenditure is reported on a unit cost (per valuation) basis and measures the cost to deliver the volume increases in the valuation roll based on the total budget for State Valuation Services for the financial year. The budgeted base expenditure includes the State Valuation Service base expenditure (excluding the Client Valuations unit), the capital expenditure budget for the Queensland Valuation and Sales database and estimated accommodation costs. The valuation roll grows every year. This effectively means that each year the cost to complete a single valuation goes down.
4. This service standard measures the efficiency of this service based on the average cost to provide online spatial services (salary costs only). The average cost depends on the number of web services accessed. The number of web services accessed is dependent on staff and customer usage. The 2020–21 target/estimate has been amended to reflect the wording of the service standard as a measure of cost. The amendment changes the target from '4 per cent improvement per annum' presented in the 2019–20 SDS to \$0.088 for the 2020–21 SDS (the actual cost for 2019–20 was \$0.092). The calculation methodology has not changed. Capturing and managing foundation spatial data is critical to support Queensland as it provides consistent and reliable land and spatial information for business planning and decision making.

MINERALS AND ENERGY RESOURCES SERVICES

The objective of this service is responsible use of our minerals and energy resources.

This service area supported government and departmental priorities by:

- delivering the Strategic Resources Exploration Program and key projects from the New Economy Minerals Initiative, specifically the north-eastern Queensland deposit atlas, new economy minerals compilation, and Queensland's rare earth element prospectivity
- progressing the Bowen Basin gas pipeline pre-feasibility study
- releasing the Geoscience Open Data Portal for industry to use for submission of geoscience reporting
- publishing performance data for resource tenure assessment processes
- publishing operational policy and guidance materials to support the implementation of relevant regulatory reforms including the Mineral and Energy Resources and Other Legislation Amendment Bill 2020
- facilitating coexistence between landholders and the resources sector including fostering effective working relationships with the Land Access Ombudsman and the Gasfields Commission Queensland and delivery of the Resource Community Information Sessions program to relevant mineral, coal and gas communities across the state
- releasing abandoned mines spatial data and other information as well as the Abandoned Mines Risk and Assessment Prioritisation Framework.

Table 2: Minerals and Energy Resources Services (estimates and actuals for 2020–21)

DEPARTMENT OF RESOURCES	NOTES	2020–21 TARGET/ ESTIMATE	2020–21 ACTUAL
SERVICE AREA: Minerals and Energy Resources Services ¹			
SERVICE: Responsible use of our minerals and energy resources			
SERVICE STANDARDS			
Effectiveness measure			
Notification of directly impacted stakeholders prior to the release of new areas for resources exploration or production by competitive tender	2	90%	98%
Efficiency measures			
Average cost of all tenure processing transactions	3	≤\$2200	\$662

Notes:

1. This service area used to include Resources Safety and Health services, which has now been removed as the responsibility for oversight of the safety and health of workers in Queensland's mining, quarrying, petroleum, gas and explosives industries has transferred to Resources Safety & Health Queensland (RSHQ), established on 1 July 2020.
2. This proxy measure of effectiveness measures the provision to directly affected stakeholders of notification of the future release of areas for resources activities and access to information about how this might impact them. The intent of these notifications is to proactively help communities and individuals prepare for future resource activities through early engagement and provision of pathways information, and has been implemented to directly address their feedback on historical release processes.
3. This service standard measures the efficiency in tenure processing dealings of all transactions lodged manually and through MyMinesOnline, and all fossicking-related transactions. This is calculated based on the total budget for the relevant business area.

STRATEGIC PLAN 2020–24 KEY PERFORMANCE INDICATORS

**STRATEGIC OBJECTIVE 1:
OPTIMISED USE OF LAND RESOURCES OF THE STATE**

Key Performance Indicator	Strategies and measures	2020–21 Actual
An improvement in stakeholder satisfaction with land administration – quicker, simpler and more transparent	Work with stakeholders to modernise land administration, including the State Valuation Service: <ul style="list-style-type: none"> State Valuation Service transformation 	In progress. The State Valuation Service has commenced stakeholder engagement for the <i>Land Valuation Act 2010</i> implementation review and the identification of opportunities regarding the efficient and effective delivery of statutory valuations.
	<ul style="list-style-type: none"> Conversion of appropriate parcels of state land to freehold 	In progress. Queensland Treasury Corporation engaged to undertake a review of industrial and commercial land leases. Review Phase 1 delivered – Project establishment and situational review completed.

**STRATEGIC OBJECTIVE 2:
INCREASED AND DIVERSIFIED PRIVATE SECTOR INVESTMENT IN GEORESOURCES**

Key Performance Indicator	Strategies and measures	2020–21 Actual
An increase in investment levels and An improvement in stakeholder satisfaction with our regulatory efficiency	Work with stakeholders to plan the future of the resources industry Deliver the resources industry development plan	In progress. Public consultation on the Queensland Resources Industry Development Plan launched on 29 April 2021. A public engagement process was held, with workshops held in key locations across the state and virtually. A Resources Sector Stakeholder Working Group and a Resources Sector Community Stakeholder Working Group have also been established. The formal submissions process closed on 30 June 2021.

**STRATEGIC OBJECTIVE 3:
INNOVATION DRIVEN TO UNLOCK OUR DATA'S POTENTIAL**

Key Performance Indicator	Strategies and measures	2020–21 Actual
An increase in data availability and use	<p>Maximise value for our customers and stakeholders from the data we collect, curate and make available</p> <ul style="list-style-type: none"> Average cost of acquiring, maintaining and providing spatial information per thousand user accesses (Target <\$45) 	<p>Target achieved.</p> <p>\$31.54 in April – June quarter</p>
An increase in customer and stakeholder satisfaction with our data resources access and quality	Deliver a data resources development plan	<p>In progress.</p> <p>Initial planning workshop held with Data and Digital Committee members to discuss intent, scope and objectives.</p>

**STRATEGIC OBJECTIVE 4:
GREAT CAREERS: A CONTEMPORARY WORKFORCE SET APART BY ITS EXPERTISE,
INNOVATION, COLLABORATION AND LEADERSHIP**

Key Performance Indicator	Strategies and measures	2020–21 Actual
An improvement in Working for Queensland survey data	<p>Develop and implement a talent management strategy</p> <p>Invest in leadership development to build a courageous culture, empowering leaders to inspire, innovate and advocate</p>	<p>In progress.</p> <p>Strategic Workforce Plan finalised and submitted to Public Service Commission, and talent management strategy development underway.</p> <p>Leadership capability framework in progress. Momentum program developed and launched. Leadership Group development and coaching program to commence.</p>
A maintained staff retention rate	<p>Separations to join other departments or exit the public service (excludes any termination or retirement separation) (Target 0.51%)</p>	<p>Target achieved.</p> <p>0.26% at June 2021</p>

**STRATEGIC OBJECTIVE 5:
POSITIVE STAKEHOLDER AND PUBLIC SENTIMENT ON ALL OF OUR POLICIES, PROGRAMS
AND PEOPLE**

Key Performance Indicator	Strategies and measures	2020–21 Actual
An increase in public acceptance of policies and An uplift on key indicators identified post-stakeholder engagement activities	Create a benchmark customer and stakeholder satisfaction survey Establish annual reporting mechanism	In progress. EngagementHQ used successfully for Queensland Resources Industry Development Plan consultation.
An increase in the use of our social media platforms	Regularly monitor all customer touchpoints • Social media platform usage increased (Target 10%)	Target achieved. 37.7% increase for 2020–21.

APPENDIX 2: GOVERNMENT BODIES

CHAIRPERSON FOR CONFERENCES FOR OBJECTIONS TO VALUATIONS GREATER THAN \$5 MILLION

Act or instrument	<i>Land Valuation Act 2010</i>				
Functions	Facilitate an open exchange of relevant information between the Valuer-General and the objector, on a 'without prejudice' basis. The process is designed to achieve settlement between the parties in a conciliatory manner without recourse to a formal court hearing.				
Achievements	Of the 359 objections where an independently chaired conference occurred for the 2020–21 financial year: 251 were settled at or post conference. This equates to 70 per cent settlement rate. There was a total of 391 objections allocated to a Chairperson, of which 338 have been decided; the remaining 53 are either withdrawn, invalid or outstanding.				
Financial reporting	Transactions for claims made by Chairpersons are processed in the SAP S/4 financial system for the Department of Resources where all amounts can be viewed and are therefore accounted for in the financial statements.				
Remuneration The remuneration category is 'Adjudication and Determination' at level 2 (chair) of the Queensland Government's 'Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies', which equates to \$520 (meeting fees: less than ≤ 4 hours).					
Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	Dr Andrea Blake	37 (38 allocated)	\$520 (≤4hrs)	N/A	\$11 960
Chairperson	Dr Lyndall Bryant	22 (25 allocated)	\$520 (≤4hrs)	N/A	\$13 000
Chairperson	Mr Warrick Coverdale	17 (36 allocated)	\$520 (≤4hrs)	N/A	\$27 560
Chairperson	Dr Lucy Craddock	11 (11 allocated)	\$520 (≤4hrs)	N/A	\$14 040
Chairperson	Mr John Monks	69 (71 allocated)	\$520 (≤4hrs)	N/A	\$31 200
Chairperson	Ms Julie Owbridge	69 (71 allocated)	\$520 (≤4hrs)	N/A	\$20 800
Chairperson	Ms Frances Rex	28 (32 allocated)	\$520 (≤4hrs)	N/A	\$13 520
Chairperson	Mr James (John) Trickett	19 (19 allocated)	\$520 (≤4hrs)	N/A	\$11 960
Chairperson	Mr Eric (John) Woolley	87 (88 allocated)	\$520 (≤4hrs)	N/A	\$28 600
Chairperson	Ms Lisa Murdoch	0	\$520 (≤4hrs)	N/A	0
Chairperson	Mr John McAuliffe (Deceased 7 September 2020)	0	\$520 (≤4hrs)	N/A	0
No. scheduled meetings/ sessions	359				
Total out-of-pocket expenses	Include total \$7212.33 cost for Chair and all members. 'Out-of-pocket' expenses are outlined in the Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies.				

LAND HOLDING ACT STAKEHOLDER REFERENCE PANEL—BADU ISLAND

Act or instrument *Aboriginal and Torres Strait Islander Land Holding Act 2013*

Functions	To give any information, advice or recommendation to the Minister for Resources as provided for under the <i>Aboriginal and Torres Strait Islander Land Holding Act 2013</i> in respect to the following within Badu Island: <ol style="list-style-type: none"> 1. Identifying to the Minister any practical obstacles it considers to exist to satisfy an entitlement by way of granting a lease and to give the Minister any advice or recommendation it considers appropriate about satisfying the lease entitlement. 2. Consultation with any person and give the Minister any advice or recommendation it considers appropriate about satisfying a lease entitlement, having regard to the statement of reasons (obstacles) prepared by the Minister. 3. Consultation with the lessee and any person it considers appropriate and give the Minister any advice or recommendation it considers appropriate about resolving boundary problems affecting a lease granted under the <i>Aborigines and Torres Strait Islander (Land Holding) Act 1985</i>.
Achievements	Nil
Financial reporting	Nil funding allocation
Remuneration No remuneration is payable	

LAND HOLDING ACT STAKEHOLDER REFERENCE PANEL—KOWANYAMA DEED OF GRANT IN TRUST

Act or instrument *Aboriginal and Torres Strait Islander Land Holding Act 2013*

Functions	To give any information, advice or recommendation to the Minister for Resources as provided for under the <i>Aboriginal and Torres Strait Islander Land Holding Act 2013</i> in respect to the following within the Kowanyama Deed of Grant in Trust area: <ol style="list-style-type: none"> 1. Identifying to the Minister any practical obstacles it considers to exist to satisfy an entitlement by way of granting a lease and to give the Minister any advice or recommendation it considers appropriate about satisfying the lease entitlement. 2. Consultation with any person and give the Minister any advice or recommendation it considers appropriate about satisfying a lease entitlement, having regard to the statement of reasons (obstacles) prepared by the Minister. 3. Consultation with the lessee and any person it considers appropriate and give the Minister any advice or recommendation it considers appropriate about resolving boundary problems affecting a lease granted under the <i>Aborigines and Torres Strait Islander (Land Holding) Act 1985</i>.
Achievements	Nil
Financial reporting	Nil funding allocation
Remuneration No remuneration is payable	

LAND HOLDING ACT STAKEHOLDER REFERENCE PANEL—LOCKHART RIVER DEED OF GRANT IN TRUST

Act or instrument *Aboriginal and Torres Strait Islander Land Holding Act 2013*

Functions	To give any information, advice or recommendation to the Minister for Resources as provided for under the <i>Aboriginal and Torres Strait Islander Land Holding Act 2013</i> in respect to the following within the Lockhart River Deed of Grant in Trust area: <ol style="list-style-type: none"> 1. Identifying to the Minister any practical obstacles it considers to exist to satisfy an entitlement by way of granting a lease and to give the Minister any advice or recommendation it considers appropriate about satisfying the lease entitlement. 2. Consultation with any person and give the Minister any advice or recommendation it considers appropriate about satisfying a lease entitlement, having regard to the statement of reasons (obstacles) prepared by the Minister. 3. Consultation with the lessee and any person it considers appropriate and give the Minister any advice or recommendation it considers appropriate about resolving boundary problems affecting a lease granted under the <i>Aborigines and Torres Strait Islander (Land Holding) Act 1985</i>.
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Achievements	Nil
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Financial reporting	Nil funding allocation
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Remuneration No remuneration is payable

LAND HOLDING ACT STAKEHOLDER REFERENCE PANEL—PORMPURA AW DEED OF GRANT IN TRUST

Act or instrument *Aboriginal and Torres Strait Islander Land Holding Act 2013*

Functions	To give any information, advice or recommendation to the Minister for Resources as provided for under the <i>Aboriginal and Torres Strait Islander Land Holding Act 2013</i> in respect to the following within the Pormpuraaw Deed of Grant in Trust area: <ol style="list-style-type: none"> 1. Identifying to the Minister any practical obstacles it considers to exist to satisfy an entitlement by way of granting a lease and to give the Minister any advice or recommendation it considers appropriate about satisfying the lease entitlement. 2. Consultation with any person and give the Minister any advice or recommendation it considers appropriate about satisfying a lease entitlement, having regard to the statement of reasons (obstacles) prepared by the Minister. 3. Consultation with the lessee and any person it considers appropriate and give the Minister any advice or recommendation it considers appropriate about resolving boundary problems affecting a lease granted under the <i>Aborigines and Torres Strait Islander (Land Holding) Act 1985</i>.
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Achievements	Resolution of 1 lease entitlement
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Financial reporting	Nil funding allocation
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Remuneration No remuneration is payable

APPENDIX 3: COMPLIANCE CHECKLIST

SUMMARY OF REQUIREMENT		BASIS FOR REQUIREMENT	ANNUAL REPORT REFERENCE
Letter of compliance	A letter of compliance from the accountable officer to the relevant Minister	ARRs—section 7	1
Accessibility	Table of contents	ARRs—section 9.1	ii
	Glossary		122–123
	Public availability	ARRs—section 9.2	ii
	Interpreter service statement	Queensland Government Language Services Policy ARRs—section 9.3	ii
	Copyright notice	<i>Copyright Act 1968</i> ARRs—section 9.4	ii
	Information licensing	QGEA—Information Licensing ARRs—section 9.5	ii
General information	Introductory information	ARRs—section 10	3–5
Non-financial performance	Government’s objectives for the community and whole-of-government plans and specific initiatives	ARRs—section 11.1	6–9
	Agency objectives and performance indicators	ARRs—section 11.2	10–24 114–116
	Agency service areas and service standards	ARRs—section 11.3	110–113
Financial performance	Summary of financial performance	ARRs—section 12.1	25–27
Governance—management and structure	Organisational structure	ARRs—section 13.1	29
	Executive management	ARRs—section 13.2	31–33
	Government bodies (statutory bodies and other entities)	ARRs—section 13.3	34 117–119
	Public sector ethics	<i>Public Sector Ethics Act 1994</i> ARRs—section 13.4	34
	Human rights	<i>Human Rights Act 2019</i> ARRs—section 13.5	34–35
	Queensland public service values	ARRs—section 13.6	36

SUMMARY OF REQUIREMENT		BASIS FOR REQUIREMENT	ANNUAL REPORT REFERENCE
Governance – risk management and accountability	Risk management	ARRs—section 14.1	37
	Audit committee	ARRs—section 14.2	38
	Internal audit	ARRs—section 14.3	38
	External scrutiny	ARRs—section 14.4	39
	Information systems and recordkeeping	ARRs—section 14.5	39–40
	Information security attestation	ARRs—section 14.6	40
Governance—human resources	Strategic workforce planning and performance	ARRs—section 15.1	41–44
	Early retirement, redundancy and retrenchment	Directive No.04/18 Early Retirement, Redundancy and Retrenchment ARRs—section 15.2	44
Open data	Statement advising publication of information	ARRs—section 16	44
	Consultancies	ARRs—section 33.1	https://data.qld.gov.au
	Overseas travel	ARRs—section 33.2	https://data.qld.gov.au
	Queensland Language Services Policy	ARRs—section 33.3	https://data.qld.gov.au
Financial statements	Certification of financial statements	FAA—section 62 FPMS—sections 38, 39 and 46 ARRs—section 17.1	104
	Independent auditor's report	FAA—section 62 FPMS—section 46 ARRs—section 17.2	105–108

GLOSSARY

TERM	DEFINITION
Abandoned Mines Land Program (AMLP)	The AMLP is responsible for assessing abandoned mine sites and reducing public health and safety risks.
Australian-Singapore Military Training Initiative (ASMTI)	Joint development of advanced military training areas to meet the future training needs of the Australia Defence Force and Singapore Armed Forces.
Building Information Model (BIM)	The process of creating an information-rich digital model to guide planning, designing, construction and asset maintenance.
Business and Corporate Partnership (BCP)	Departmental division that delivers corporate services and business programs to a core group of three Queensland Government departments and to a number of other partner agencies.
COVID-19	The coronavirus disease of 2019.
CSIRO Data61	The data and digital specialist arm of Australia's national science agency, CSIRO.
eDOCS	An electronic document and records management system used to create, capture, store and retrieve departmental digital documents and files.
Electromagnetic survey	A non-invasive geophysical method that uses an electromagnetic field (radio waves) transmitted into the ground to evaluate land features and natural resources.
Full-time equivalent (FTE)	Calculated by the number of hours worked in a period divided by the full time hours prescribed by the award or industrial instrument for the person's position.
GDA 2020	A 'geocentric datum' or network of known and defined coordinates (latitude, longitude, height) spread across a geographic area. This datum provides an agreed and easily referenced common index for surveyors to determine land boundaries more accurately, mapmakers to make better maps, developers to build infrastructure facing the right direction, and earth moving machines to dig in the correct spot.
GeoResGlobe	Department's spatial platform.
Geoscience Data Modernisation Project (GDMP)	A project to help transform Queensland's geoscience data ecosystem and enable data-driven exploration, discovery and success for industry.
Gradiometry	The measurement of variations or anomalies in the Earth's gravitational field.
Griffith University's MATE Bystander Program	An education and intervention program focusing on the prevention of violence and problematic behaviour in our homes, workplaces, schools and communities.
Human Rights Act (HRA)	The Act respects, protects and promotes 23 fundamental human rights, and the inherent dignity and worth of all human beings, especially the most vulnerable in our community.
Integrated Customer and Revenue Management (ICRM) Project	An enterprise-wide finance system that integrates revenue collection and management with customer information to help us make more informed decisions.
Magnetic Survey	A non-invasive geophysical method which ultimately measures the magnetic field associated with magnetic minerals in crustal rocks.

TERM	DEFINITION
Magnetotelluric Survey	A passive geophysical survey method which uses natural time variations of the Earth's magnetic and electric fields to measure the electrical resistivity of the sub-surface.
MERLIN	The Mineral and Energy Resources Location Information Network database administered, operated and maintained by Department of Resources.
MyMinesOnline	MyMinesOnline lets you apply and manage resource authorities online.
Natural Resource Investment Program 2018–2022	A \$61 million Queensland Government program focused on ensuring the state's natural land and water resources are sustainably managed. It includes dedicated funds for Great Barrier Reef catchments.
Open Data Portal	A Queensland Government searchable portal that allows visitors to view datasets on a range of government activities and responsibilities.
QLD Spatial Digital Twin	A virtual representation of Queensland's physical environment, including infrastructure.
Queensland's Covid-19 Economic Recovery Plan	The Queensland Government's Economic Recovery Plan focused on protecting Queenslanders' health, creating jobs and working together.
Queensland Resources Industry Development Plan (QRIDP)	<p>A plan that will detail a 30-year vision for the resources sector and include a range of actions to realise that vision. Delivery of the plan is a 2020 election commitment.</p> <p>Consultation on the plan occurred from late April to June 2021. A draft plan is proposed to be released by the end of 2021 for further consultation.</p>
Queensland's Stock Route Network System	Predominantly used for moving stock, this vast network totalling 2.6 million hectares comprises 72,000km of roads, reserves, and corridors on pastoral leases, unallocated state land and dedicated reserves for travelling stock.
Radiometric Survey	A radiometric, or gamma-ray spectrometric method which estimates concentrations of the radioelements, potassium, uranium and thorium, in the Earth's sub-surface.
Service Delivery Statements (SDS)	Budgeted financial and non-financial information for the budget year. In addition to financial statements, the SDS includes achievements, highlights for the forthcoming year and performance statements.
State Rural Leasehold Land Strategy	A contemporary plan for the sustainable use, protection and rehabilitation of rural leasehold land that takes the respective aspirations of leaseholders, conservation and Indigenous groups, government agencies and rural industry into account.
Underground Coal Gasification (UCG)	An industrial process that converts coal into gas. The process is undertaken in non-mined coal seams using an injection of oxidants and steam. Gas is brought to the surface through production wells drilled from the surface.

ACRONYMS

ACRONYM	DEFINITION
~	Symbol for approximation
AMLPL	Abandoned Mines Lands Program
ASMTI	Australia–Singapore Military Training Initiative
BCP	Business and Corporate Partnership
BIM	Building Information Models
COVID-19	Coronavirus disease of 2019
DNRME	Department of Natural Resources, Mines and Energy
EAP	Employee Assistance Program
EDC	Exploration Data Centre
FAA	<i>Financial Accountability Act 2009</i>
GDMP	Geoscience Data Modernisation Project
GSQ	Geological Survey Queensland
GST	Goods and Services Tax
HRA	<i>Human Rights Act 2019</i>
ICRM	Integrated Customer Revenue Management
IoT	Internet-of-Things
LGBTIQ+	lesbian, gay, bisexual, transgender, intersex and queer
MERLIN	Mineral and Energy Resources Location Information Network
PwC	PricewaterhouseCoopers
QAO	Queensland Audit Office
QRIDP	Queensland Resources Industry Development Plan
SWBTA	Shoalwater Bay Training Area
UCG	Underground coal gasification
QYAC	Quandamooka Yoolooburrabee Aboriginal Corporation

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