

# NSW

BUDGET 2016-17



## BUDGET PAPER NO. 3 BUDGET ESTIMATES

# **Budget Estimates**

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**2016-17**



**Budget Paper No. 3**

Circulated by The Hon. Gladys Berejiklian MP, Treasurer,  
and Minister for Industrial Relations

# TABLE OF CONTENTS

<b>About this Budget Paper</b> .....	i
<b>1. The Legislature</b> .....	1 - 1
The Legislature .....	1 - 3
<b>2. Education Cluster</b> .....	2 - 1
Department of Education .....	2 - 5
Board of Studies, Teaching and Educational Standards .....	2 - 14
<b>3. Family and Community Services Cluster</b> .....	3 - 1
Department of Family and Community Services .....	3 - 6
Home Care Service of New South Wales .....	3 - 17
Multicultural NSW .....	3 - 20
Aboriginal Housing Office .....	3 - 25
Home Purchase Assistance Fund .....	3 - 28
<b>Independent Offices</b>	
Office of the Children's Guardian .....	3 - 31
<b>4. Finance, Services and Innovation</b> .....	4 - 1
Department of Finance, Services and Innovation .....	4 - 5
Service NSW .....	4 - 16
Building Insurers' Guarantee Corporation .....	4 - 20
Government Property NSW .....	4 - 23
Luna Park Reserve Trust .....	4 - 26
Motor Accidents Authority of New South Wales .....	4 - 29
New South Wales Government Telecommunications Authority .....	4 - 32
NSW Self Insurance Corporation .....	4 - 35
Rental Bond Board .....	4 - 38
State Insurance Regulatory Authority .....	4 - 41
State Records Authority of New South Wales .....	4 - 44
WorkCover Authority .....	4 - 47
Workers' Compensation (Dust Diseases) Authority .....	4 - 50
<b>5. Health Cluster</b> .....	5 - 1
Ministry of Health .....	5 - 7
Health Care Complaints Commission .....	5 - 21
Mental Health Commission of New South Wales .....	5 - 25

<b>6. Industry, Skills and Regional Development Cluster</b> .....	6 - 1
Department of Industry, Skills and Regional Development .....	6 - 6
New South Wales Rural Assistance Authority .....	6 - 15
TAFE Commission .....	6 - 19
Local Land Services .....	6 - 23
NSW Food Authority .....	6 - 26
Lands Administration Ministerial Corporation .....	6 - 29
Water Administration Ministerial Corporation .....	6 - 32
<b>7. Justice Cluster</b> .....	7 - 1
Department of Justice .....	7 - 7
Crown Solicitor's Office .....	7 - 21
Fire and Rescue NSW .....	7 - 25
Independent Liquor and Gaming Authority .....	7 - 31
Information and Privacy Commission .....	7 - 35
Legal Aid Commission of New South Wales .....	7 - 39
New South Wales Crime Commission .....	7 - 46
NSW Police Force .....	7 - 50
Office of the NSW Rural Fire Service .....	7 - 57
Office of the NSW State Emergency Service .....	7 - 63
Art Gallery of New South Wales .....	7 - 68
Australian Museum .....	7 - 71
Museum of Applied Arts and Sciences .....	7 - 74
NSW Trustee and Guardian .....	7 - 77
State Library of New South Wales .....	7 - 80
<b>Independent Offices</b>	
Judicial Commission of New South Wales .....	7 - 83
Office of the Director of Public Prosecutions .....	7 - 88
Police Integrity Commission .....	7 - 94
<b>8. Planning and Environment Cluster</b> .....	8 - 1
Department of Planning and Environment .....	8 - 7
Environment Protection Authority .....	8 - 15
Environmental Trust .....	8 - 19
Office of Environment and Heritage .....	8 - 24
Office of Local Government .....	8 - 31
Royal Botanic Gardens and Domain Trust .....	8 - 38
Centennial Park and Moore Park Trust .....	8 - 43
Historic Houses Trust of New South Wales .....	8 - 46
Hunter Development Corporation .....	8 - 49
Minister Administering the Environmental Planning and Assessment Act .....	8 - 52
UrbanGrowth NSW Development Corporation .....	8 - 55
Western Sydney Parklands Trust .....	8 - 58

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<b>9. Premier and Cabinet Cluster</b> .....	9 - 1
Department of Premier and Cabinet .....	9 - 7
Infrastructure NSW .....	9 - 14
Natural Resources Commission .....	9 - 17
Office of Sport .....	9 - 21
Parliamentary Counsel's Office .....	9 - 26
Sydney Olympic Park Authority .....	9 - 30
Barangaroo Delivery Authority .....	9 - 34
Destination NSW .....	9 - 37
<b>Independent Offices</b>	
Audit Office of New South Wales .....	9 - 40
Independent Commission Against Corruption .....	9 - 44
Independent Pricing and Regulatory Tribunal .....	9 - 49
New South Wales Electoral Commission .....	9 - 54
Ombudsman's Office .....	9 - 59
Public Service Commission .....	9 - 64
<b>10. Transport, Roads and Maritime Cluster</b> .....	10 - 1
Transport for NSW .....	10 - 8
Roads and Maritime Services .....	10 - 15
Independent Transport Safety Regulator .....	10 - 21
Office of Transport Safety Investigations .....	10 - 25
<b>11. Treasury Cluster</b> .....	11 - 1
The Treasury .....	11 - 4
Crown Finance Entity .....	11 - 8
Electricity Assets Ministerial Holding Corporation .....	11 - 14
Electricity Transmission Ministerial Holding Corporation .....	11 - 17
Liability Management Ministerial Corporation .....	11 - 20
Long Service Corporation .....	11 - 23
Ports Assets Ministerial Holding Corporation .....	11 - 26
Advance to the Treasurer .....	11 - 29

# ABOUT THIS BUDGET PAPER

## Purpose and Scope

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Budget Paper No. 3 *Budget Estimates* outlines the financial and service delivery performance of general government sector agencies. The objectives of this paper are to:

- support and explain appropriations from the Consolidated Fund
- meet the requirement under section 27AA (2)(c) of the *Public Finance and Audit Act 1983* to provide 'information about the results and services and total expenses of each service group'
- support transparency and accountability by reporting against planned performance from the previous Budget, and explaining how resources have been allocated in the current Budget.

The scope of this budget paper extends to the general government sector and only includes agencies that are material within the sector. Budget Paper No. 1 *Budget Statement* includes an overview of agency classifications by sector and a glossary. The Budget Statement is used to describe the State's fiscal position and the Government's fiscal strategy.

Budget Paper No. 3 covers agency service and financial performance. Specific agency performance information will continue to be available from other sources such as agency websites, annual reports and the Productivity Commission's *Report on Government Services*.

## Cluster and Appropriation Arrangements

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Clusters are groups of entities with shared or overlapping policy goals, however, a cluster is not a legal or reporting entity. Individual agencies are separate legal entities that must prepare financial and annual reports.

The cluster arrangement aims to improve government services and outcomes for the community by:

- pursuing common objectives across agencies
- better integrating services
- helping to allocate resources to high-priority areas.

Coordinating Ministers for each cluster receive an appropriation for their principal department. Resources are then allocated to agencies within the cluster through grant funding with the support of Portfolio Ministers and the Secretary of each principal department.

The Legislature and a number of smaller agencies classified as special or independent offices are funded through separate appropriations to maintain their independence from government. The Crown Finance Entity also receives a separate appropriation for central functions of government.

## Entities that receive an appropriation for 2016-17 Budget

Crown Finance Entity	Ministry of Health
Department of Education	New South Wales Electoral Commission
Department of Family and Community Services	Ombudsman's Office
Department of Finance, Services and Innovation	Office of the Children's Guardian
Department of Industry, Skills and Regional Development	Office of the Director of Public Prosecutions
Department of Justice	Police Integrity Commission
Department of Planning and Environment	Public Service Commission
Department of Premier and Cabinet	The Legislature
Independent Commission Against Corruption	The Treasury
Independent Pricing and Regulatory Tribunal	Transport for NSW
Judicial Commission of New South Wales	

## Cluster and Agency Disclosures

This budget paper is structured into chapters by cluster. Each chapter begins with an overview of total expenses and capital expenditure for each service group by agency within the cluster. This is followed by commentary on the cluster's role and responsibilities, services, and budget highlights for 2016-17. There is separate commentary for independent agencies.

Financial statements are presented on an accrual basis and are in line with *Australian Accounting Standards* and *The Financial Reporting Code* issued by Treasury. The presentation of the operating statement focuses on total expenses and total revenues, with appropriations being treated the same as revenues. This paper also presents a balance sheet and cash flow statement.

## Structure of Budget Paper No. 3

The presentation of information within each chapter is outlined below.

### Commentary for clusters and independent agencies

Section	Description
<b>Introduction</b>	This describes the role, main activities and responsibilities of the cluster or independent office, and the goals it is working towards.
<b>Services</b>	These are the key services the cluster provides.
<b>2016-17 Budget Highlights</b>	These are the significant new and ongoing initiatives of the cluster or independent office for 2016-17. For further detail on capital projects, see Budget Paper No. 2 <i>Infrastructure Statement</i> .

## Service group statements

Section	Description
<b>Service Description</b>	This details the services and activities that are linked together under the service group. They are described by the client group they serve, common cost drivers or other service measures.
<b>Service Measures</b>	These are indicators of how efficiently the agency delivers its services, and of the quality, volume, accessibility and timeliness of its service delivery.
<b>Employees</b>	The number of staff engaged on services provided by the service group. These figures represent an estimate of annual average staffing, including temporary and short-term casual staffing, expressed on a full-time equivalent (FTE) basis.
<b>Expenses</b>	These are the aggregate expenses for a service group, with significant items of particular public interest listed.
<b>Capital Expenditure</b>	This is the agency's planned expenditure on property, plant and equipment purchases for the service group.

## Financial Statements

Section	Description
<b>Operating Statement</b>	This lists the major categories of expenses and revenues for each agency.
<b>Balance Sheet</b>	This details the agency's assets, liabilities and net worth.
<b>Cash Flow Statement</b>	This details the cash impacts of agency activities, including the cash appropriations sourced from whole-of-government revenues.

## Changes to Reporting Entities

Details of legislative changes since the last Budget that affect reporting in this Budget Paper are outlined below.

Entity and/or Function Changes	Change
<b>Department of Justice</b>	The Independent Liquor and Gaming Authority Staff Agency was abolished under the <i>Administrative (Administrative Changes – Liquor and Gaming) Order 2015</i> effective from 30 October 2015, at which date staff were transferred to the Department of Justice which now provides personnel services to the Independent Liquor and Gaming Authority.
<b>Office of Sport</b>	Institute of Sport Staff Agency was abolished and transferred to the Office of Sport on 2 September 2015 per the <i>Administrative Arrangements (Administrative Changes – Miscellaneous) Order 2015</i> .
<b>Electricity Transmission Ministerial Holding Corporation</b>	The Electricity Transmission Ministerial Holding Corporation was established on 16 December 2015 in accordance with the <i>Electricity Networks Assets (Authorised Transactions) Act 2015</i> . It is in the Treasury cluster, following the long-term lease of TransGrid's assets.
<b>Ministry of Health</b>	The administration of the <i>Cancer Institute (NSW) Act 2003</i> was allocated solely to the Minister for Health on 31 July 2015.
<b>State Insurance Regulatory Authority</b>	The State Insurance Regulatory Authority (SIRA) was established on 1 September 2015 in accordance with the <i>State Insurance and Care Governance Act 2015</i> in the Finance, Services and Innovation Cluster. WorkCover Authority, Motor Accidents Authority and Safety, Return to Work and Support Board were abolished as a result of the creation of the SIRA.



Entity and/or Function Changes	Change
<b>The Treasury</b>	The SAS Trustee Corporation Division was abolished on 1 January 2016 as per the <i>Administrative Arrangements (Administrative Changes – SAS Trustee Corporation) Order 2015</i> and staff were transferred to the new entity SAS Trustee Corporation Staff Agency. The entity reports to the Treasurer.

## Other Changes to General Government Reporting Entities

Entity and/or Function Changes	Change
<b>Home Care Service of NSW</b>	Home Care Service of NSW is no longer reporting under the Family and Community Services cluster. It was acquired by Australian Unity Limited on 20 February 2016.
<b>Lands Administration Ministerial Corporation</b>	This entity is now disclosed separately for reporting in Budget Paper No. 3. The agency was previously reported within the general government sector consolidated financial statements.

The 2016-17 Budget papers are prepared based on the new administrative arrangements.

## Cash Management Reforms

The Government's reforms to the management of cash across the public sector will continue in 2016-17 with the recurrent and capital appropriations being combined into a single appropriation. The reforms undertaken over the past year have involved:

- cash flow funding of agencies relying either directly or indirectly on appropriations from the Consolidated Fund to finance their operating activities
- requiring all agencies (other than State Owned Corporations and a limited number of other agencies) to operate as part of the Treasury Banking System (TBS)
- payment of interest on TBS balances only to self-funding agencies or where required by legislation.

As a result of these reforms, funding adjustments have been made to a number of agencies holding surplus cash. These funding adjustments had no impact on the approved level of expenditure by these agencies. The 2016-17 Budget and future Budgets will ensure that affected agencies have sufficient cash to meet any liabilities as and when they fall due.

## Notes

- The Budget year refers to 2016-17, while the forward estimates period refers to 2017-18, 2018-19 and 2019-20.
- Figures in tables, charts and text have been rounded. Discrepancies between totals and the sum of components reflect rounding:
  - values between \$10 million and \$1 billion are rounded to the nearest whole number unless specified
  - estimates under \$100,000 are rounded to the nearest thousand
  - estimates midway between rounding points are rounded up
  - percentages are based on the underlying unrounded values.
- For the budget balance, parentheses indicate a deficit while no sign indicates a surplus.
- One billion equals one thousand million.

- The following notations are used:
  - n.a. means data is not available
  - N/A means not applicable
  - no. means number
  - 0 means not zero, but rounded to zero
  - ... means zero
  - thous means thousand
  - \$m means millions of dollars
  - \$b means billions of dollars.
- Unless otherwise indicated, the data source for tables and charts is Treasury.

# 1. THE LEGISLATURE

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>The Legislature</b>						
Service Group						
Chamber and Committee Support .....	20.1	20.6	2.6	3.6	2.9	(17.9)
Members' Support .....	116.8	120.1	2.8	20.8	17.1	(17.9)
Community Access .....	8.4	8.6	2.7	1.5	1.2	(17.9)
<b>Total</b>	<b>145.3</b>	<b>149.3</b>	<b>2.8</b>	<b>25.9</b>	<b>21.3</b>	<b>(17.9)</b>

## Introduction

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The Legislature, or Parliament of New South Wales, provides a system of representative and responsible government by making laws and providing a forum for overseeing the Executive Government and for debating public policy issues.

Departments within the Legislature provide support services for the Legislative Council, Legislative Assembly and Members of Parliament, and for the operation of the Parliament House building.

The Parliament operates under the *Constitution Act 1902*.

## Services

The Legislature's key services are:

- providing chamber and committee support services, such as procedural advice, research, public consultation and parliamentary reporting
- providing support services for Members such as organisational development, salary and entitlement administration, facilities management and information
- running community access programs such as school visits, tours, exhibitions, displays, public events, functions and web streaming, and publishing Member newsletters.

## 2016-17 Budget Highlights

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In 2016-17, the Legislature will spend \$171 million (\$149 million recurrent and \$21 million capital). Key initiatives include:

- \$4.1 million in new funding to replace the existing standby generator at Parliament House with a more contemporary system capable of supporting all electrical services to ensure business continuity
- \$2.2 million to continue to create a new seminar space and provide greater opportunities for public engagement and seminars
- \$1.7 million to continue to upgrade the toilet facilities at Parliament House to enable disabled accessibility throughout the building complex
- \$1.5 million in new funding as part of a two year project to replace the roof membrane in the Tower Block at Parliament House.

## Service Group Statements

### Chamber and Committee Support

**Service description:** This service group covers specialist advice, information and research services for Members, operational support for the chambers, secretariat services for committees, and Hansard services for the Houses and committees.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees:</b>	FTE	100	97	96	97	96
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				21,098	20,110	20,642
Total expenses include the following:						
Employee related				8,547	8,359	8,475
Other operating expenses				5,090	4,861	4,886
Grants and subsidies				17	...	...
Other expenses				5,910	5,572	5,710
Capital Expenditure				4,310	3,588	2,946

### Members' Support

**Service description:** This service group covers Members' services by providing corporate services, facilities management and information and technology support. For Legislative Assembly Members, it includes management of electorate offices.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
FTE Members' staff supported	no.	250	256	252	256	260
IT helpdesk calls from Members and staff	no.	10,042	10,745	10,500	10,350	11,000
<b>Employees:</b>	FTE	375	383	375	378	380
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				116,168	116,774	120,081
Total expenses include the following:						
Employee related				47,069	48,564	49,469
Other operating expenses				28,017	28,220	28,353
Grants and subsidies				91	...	...
Other expenses				32,547	32,343	33,141
Capital Expenditure				23,740	20,828	17,097

## Community Access

**Service description:** This service group covers community education services by providing school and visitor tours, open days and educational sessions. It also provides exhibition services, public events and functions, web streaming of the proceedings in both Houses and Members' newsletters to constituents.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Education programs conducted <sup>(a)</sup>	no.	66	75	132	138	142
<b>Employees:</b>	FTE	31	32	30	31	31
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				8,035	8,378	8,601
Total expenses include the following:						
Employee related				3,257	3,483	3,531
Other operating expenses				1,938	2,025	2,036
Grants and subsidies				6	...	...
Other expenses				2,250	2,321	2,379
Capital Expenditure				1,642	1,495	1,228

(a) Education programs delivered by video conference were launched during 2014-15 leading to a significant increase in the number of programs deliverable.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	58,873	60,406	61,475
Other operating expenses	35,045	35,106	35,275
Depreciation and amortisation	10,562	9,514	11,344
Grants and subsidies	114	...	...
Other expenses	40,707	40,236	41,230
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>145,301</b>	<b>145,262</b>	<b>149,324</b>
<b>Revenue</b>			
Appropriation	159,228	155,313	146,816
Sales of goods and services	5,707	6,389	7,078
Grants and contributions	...	357	297
Acceptance by Crown Entity of employee benefits and other liabilities	4,543	3,594	3,728
Other revenue	238	728	201
<b>Total Revenue</b>	<b>169,716</b>	<b>166,381</b>	<b>158,120</b>
Gain/(loss) on disposal of non current assets	...	(2)	...
<b>Net Result</b>	<b>24,415</b>	<b>21,117</b>	<b>8,796</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	5,185	4,189	3,058
Receivables	1,623	1,457	1,457
Inventories	68	86	86
<b>Total Current Assets</b>	<b>6,876</b>	<b>5,732</b>	<b>4,601</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	226,792	216,814	221,525
Plant and equipment	63,421	71,433	75,406
Intangibles	7,585	6,568	7,811
<b>Total Non Current Assets</b>	<b>297,798</b>	<b>294,815</b>	<b>304,742</b>
<b>Total Assets</b>	<b>304,674</b>	<b>300,547</b>	<b>309,343</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,714	3,757	3,757
Provisions	5,268	5,118	5,118
<b>Total Current Liabilities</b>	<b>10,982</b>	<b>8,875</b>	<b>8,875</b>
<b>Non Current Liabilities</b>			
Provisions	63	122	122
<b>Total Non Current Liabilities</b>	<b>63</b>	<b>122</b>	<b>122</b>
<b>Total Liabilities</b>	<b>11,045</b>	<b>8,997</b>	<b>8,997</b>
<b>Net Assets</b>	<b>293,629</b>	<b>291,550</b>	<b>300,346</b>
<b>Equity</b>			
Reserves	103,097	102,732	102,732
Accumulated funds	190,532	188,818	197,614
<b>Total Equity</b>	<b>293,629</b>	<b>291,550</b>	<b>300,346</b>



## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	58,359	63,238	60,389
Grants and subsidies	114	...	...
Other	75,820	78,850	77,333
<b>Total Payments</b>	<b>134,293</b>	<b>142,088</b>	<b>137,722</b>
<b>Receipts</b>			
Appropriation	159,228	155,313	146,816
Sale of goods and services	5,707	6,389	7,078
Interest received	...	67	...
Grants and contributions	...	357	297
Other	3,708	6,152	3,671
<b>Total Receipts</b>	<b>168,643</b>	<b>168,278</b>	<b>157,862</b>
<b>Net Cash Flows From Operating Activities</b>	<b>34,350</b>	<b>26,190</b>	<b>20,140</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	1	...
Purchases of property, plant and equipment	(24,709)	(21,983)	(19,077)
Other	(4,983)	(3,928)	(2,194)
<b>Net Cash Flows From Investing Activities</b>	<b>(29,692)</b>	<b>(25,910)</b>	<b>(21,271)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>4,658</b>	<b>280</b>	<b>(1,131)</b>
Opening Cash and Cash Equivalents	527	3,909	4,189
<b>Closing Cash and Cash Equivalents</b>	<b>5,185</b>	<b>4,189</b>	<b>3,058</b>
<b>Cash Flow Reconciliation</b>			
Net result	24,415	21,117	8,796
Non cash items added back	10,562	9,044	11,344
Change in operating assets and liabilities	(627)	(3,971)	...
<b>Net Cash Flows From Operating Activities</b>	<b>34,350</b>	<b>26,190</b>	<b>20,140</b>

## 2. EDUCATION CLUSTER

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>Department of Education</b>						
Service Group						
Early Childhood Education Services .....	332.6	381.9	14.8	...	...	...
Primary Education Services in Government Schools .....	6,026.2	6,473.6	7.4	246.1	359.8	46.2
Secondary Education Services in Government Schools .....	5,171.7	5,566.6	7.6	158.4	193.8	22.3
Non-Government Schools .....	1,100.7	1,152.1	4.7	...	...	...
Aboriginal Affairs .....	18.5	28.9	56.5	0.1	0.1	56.7
Cluster Grant Funding .....	106.3	112.4	5.7	...	...	...
<b>Total</b>	<b>12,756.1</b>	<b>13,715.6</b>	<b>7.5</b>	<b>404.6</b>	<b>553.6</b>	<b>36.8</b>
<b>Board of Studies, Teaching and Educational Standards</b>						
Service Group						
Curriculum and Teaching Standards Development and Support .....	27.5	30.5	10.8	0.2	0.7	231.9
Examinations, Assessments and Credentials ....	91.9	96.5	4.9	0.8	1.2	49.9
Registration and Accreditation .....	11.2	10.4	(7.0)	0.1	0.0	(81.7)
<b>Total</b>	<b>130.7</b>	<b>137.4</b>	<b>5.2</b>	<b>1.1</b>	<b>1.9</b>	<b>69.9</b>

## Introduction

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The Education cluster delivers, funds and regulates education services for NSW students from early childhood to secondary school and works to advance the wellbeing of Aboriginal people. The Education cluster is the lead cluster delivering the Premier's and State Priorities to:

- increase the proportion of NSW students in the top two National Assessment Program Literacy and Numeracy (NAPLAN) bands by 8 per cent by 2019
- increase the proportion of Aboriginal and Torres Strait Islander students in the top two NAPLAN bands for reading and numeracy by 30 per cent by 2019.

The Education cluster's responsibilities include:

- providing a place for all school age children who choose to attend a government school
- providing funding support to non-government schools
- strengthening the quality of teaching by developing teachers and leaders in education and increasing their capacity to deliver outcomes for students
- regulating non-government schools and home schooling
- regulating and providing funding to the early childhood education and care sector
- raising the quality of, and driving continuous improvement in, the provision of early childhood education and care through the implementation of the National Quality Framework
- developing syllabuses and curriculum support materials for schools
- administering the Record of School Achievement and Higher School Certificate
- increasing the capacity for Aboriginal people to participate in decisions that impact on their lives
- leading reform and brokering solutions across government to improve social, cultural and economic outcomes for Aboriginal people.

## Services

The cluster's key services are:

- delivering school education to over 770,000 students in government primary and secondary schools
- providing funding support to over 400,000 students attending non-government schools
- regulating and providing funding support for early childhood education and care services
- providing syllabuses and support materials that promote high standards of primary and secondary education
- offering comprehensive, flexible and inclusive education credentials that meet student and community needs and are internationally recognised
- inspecting and monitoring schools to ensure they meet statutory registration and accreditation requirements
- regulating teacher accreditation and supporting quality teaching through the Board of Studies, Teaching and Educational Standards
- supporting and promoting economic, social and cultural opportunities in partnership with Aboriginal communities.

## 2016-17 Budget Highlights

In 2016-17, the Department of Education's total recurrent expenditure is budgeted at \$13.7 billion, an increase of 7.5 per cent on 2015-16 Revised. This includes significant growth in funding across the schools and early childhood education sectors. The Department of Education's total capital expenditure is budgeted at \$554 million, a significant increase of \$149 million or 37 per cent on 2015-16 Revised, largely in response to growing student enrolments.

### School Education

The NSW Government has maintained its full six year commitment to the National Education Reform Agreement (NERA) to 2019.

The 2016-17 Australian Government budget proposed new funding arrangements for schools from 2018 to 2020. While the NSW Government supports the Australian Government's efforts to improve the quality of education across Australia and its recommitment to needs-based funding, the NSW Government will continue to advocate that the Australian Government meet its obligations under NERA.

NERA funding is supporting comprehensive reforms in New South Wales that support the Premier's and State Priorities on NAPLAN results. The reforms target five key areas: quality teaching, quality learning, empowered school leadership, meeting student needs, transparency and accountability.

Overall spending in 2016-17 includes:

- \$12 billion on government primary and secondary schools
- \$1.2 billion on funding support to non-government schools
- \$290 million on minor capital works to upgrade classrooms and school infrastructure
- \$188 million to continue 27 major projects at government schools
- \$75 million for the commencement of new works at 15 schools, including new schools, upgrades, a science lab upgrade program and projects initiated under the Schools Infrastructure Strategy.

Key initiatives in 2016-17 to support the Premier's and State's Priorities include:

- continuing funding of \$38 million in 2016-17 as part of the \$224 million 'Quality Teaching, Successful Students' 2015 election commitment. This package will enable up to 1,000 of the best teachers to mentor and coach other teachers, monitor student performance data across the school to ensure teachers are focused on areas of need and support principals to help schools become thriving learning communities
- continuing funding of \$50 million in 2016-17 as part of the \$167 million 'Supported Students, Successful Students' 2015 election commitment. This package is providing additional school counsellors, flexible wellbeing resources to provide student support, state-wide support for positive behaviour for learning and targeted support for Aboriginal and refugee students, their families and communities
- 'Great Teaching, Inspired Learning' initiatives that are improving the effectiveness of teaching by lifting the quality of entrants into teacher education, strengthening the standard of teacher training and providing better support for beginning teachers in their early years
- 'Connected Communities' strategy that is addressing the educational and social disadvantage experienced by Aboriginal children and young people living in a number of the State's most complex communities
- 'Rural and Remote Education Blueprint for Action', which aims to bridge the gap in educational achievement between rural and remote and metropolitan schools
- 'Local Schools, Local Decisions' reforms that are providing greater flexibility for principals of government schools to manage their schools according to local needs. Full implementation of the NSW needs-based Resource Allocation Model will mean that more than 70 per cent of total state public school expenditure is going directly to schools, up from around 10 per cent in 2012
- new funding of \$2.9 million (\$12 million over four years) to enhance the Department's Business Intelligence capability to provide a single data source for strategic reporting, analytics and to support strategic decision making across all areas of the Department, the education sector and other agencies.

Other key initiatives in 2016-17 include:

- \$400 million over four years for the creation of a new Schools Infrastructure Strategy to respond to the expected growth in government school enrolments
- \$330 million over the next two years to address priority backlog maintenance needs in schools
- over \$100 million for school staff salaries in response to a projected increase of around 10,000 student enrolments across NSW schools
- additional funding of \$15 million to support the Assisted School Travel Program.

## **Early Childhood Education and Care**

In 2016-17, the Department of Education will spend \$382 million to support and regulate the early childhood education and care sector, including a focus on universal access to a quality early childhood education program in the year before school.

Key initiatives in 2016-17 include:

- continuing funding of \$150 million per annum for the Preschool Funding Model which aims to build sustainable and quality preschool services across the State
- continuing funding of \$38 million over four years for regional and remote preschools to enhance preschool participation by Aboriginal and low income families and improve services
- ongoing implementation of the \$20 million 'Before and After School Care Fund' to help establish 45,000 new places in government and non-government school communities.

## **Aboriginal Affairs**

In 2016-17, the Department of Education will spend \$28.9 million for Aboriginal Affairs to deliver programs and initiatives in partnership with Aboriginal communities, including funding to establish the Aboriginal Centre of Excellence in Western Sydney.

## **Board of Studies, Teaching and Educational Standards**

The Board of Studies, Teaching and Educational Standards (BOSTES) is responsible for school curriculum assessment, teaching and regulatory standards in NSW schools.

Key initiatives in 2016-17 include:

- \$96 million to assess student achievement and award high quality credentials by conducting the Higher School Certificate and Australian Music Examinations Board examinations and administering the Record of School Achievement and NAPLAN
- \$30 million to develop NSW syllabuses and support materials for students, teachers and parents as part of the Australian Curriculum, as well as providing initial teacher education and accreditation standards to advance professional learning for teachers
- \$13 million in additional funding over four years to support Phases 2 and 3 of the Australian Curriculum
- \$10 million to promote quality education through registering government schools and registering and accrediting non-government schools, registering home schooling, approving course providers for students from overseas and regulating teacher accreditation authorities.

# Department of Education

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## Service Group Statements

### Early Childhood Education Services

**Service description:** The service group covers the provision and regulation of early childhood education and care, including preschools.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Licensed child care places per day	thous	237.2	255.9	258.0	265.2	278.5
Funded child care places per day	thous	50.9	50.6	53.0	50.2	49.7
<b>Employees:</b>	FTE	455	455	460	460	485
				-----2015-16-----		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				347,794	332,640	381,921
Total expenses include the following:						
Employee related				44,750	44,835	48,394
Other operating expenses				9,312	11,647	10,607
Grants and subsidies				289,843	272,269	319,010

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## Primary Education Services in Government Schools

**Service description:** This service group covers the staffing and support of 1,608 primary schools, 65 central schools and 113 schools for special purposes and environmental education centres to deliver quality education services that meet the diverse needs of all students.

	Units	2013 Actual	2014 Actual	2015 Actual	2016 Forecast	
<b>Service measures:</b>						
Number of students	FTE	448,759	458,130	467,815	475,333	
Aboriginal students	FTE	29,412	31,113	33,008	34,150	
Students from non-English speaking backgrounds	no.	134,186	140,412	147,324	154,853	
Students in special schools, support classes and receiving special education support in integrated settings	FTE	13,607	14,246	15,085	15,108	
NAPLAN participation rate:						
Reading - Year 3						
All students	%	97.2	97.3	97.2	97.2	
Aboriginal students	%	94.9	94.8	94.2	94.8	
Numeracy - Year 3						
All students	%	96.9	97.0	96.8	96.8	
Aboriginal students	%	94.3	94.4	93.4	94.1	
Teachers who are fully accredited under Board of Studies, Teaching and Educational Standards requirements (Total DoE) <sup>(a)</sup>	no.	10,183	11,506	11,992	12,757	
Newly appointed teachers resigning from the Department of Education within their first five years (Total DoE) <sup>(a)(b)</sup>	%	8.1	8.2	8.0	8.0	
	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees:</b>	FTE	42,007	42,700	44,110	44,640	46,948
				2015-16 Budget \$000	2015-16 Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses			6,013,957	6,026,221	6,473,606	
Total expenses include the following:						
Employee related			4,531,134	4,587,129	4,944,649	
Other operating expenses			1,049,615	1,010,278	1,088,810	
Grants and subsidies			141,715	123,894	120,444	
Capital Expenditure			288,178	246,126	359,784	

(a) These figures are for the combined population of primary and secondary school teachers in NSW Government schools.

(b) Actual for 2014 has been updated to reflect the final published result.

## Secondary Education Services in Government Schools

**Service description:** This service group covers the staffing and support of 401 secondary schools and 23 environmental education centres to deliver quality education aimed at increasing the attainment of students and meeting their diverse needs.

	Units	2013 Actual	2014 Actual	2015 Actual	2016 Forecast	
<b>Service measures:</b>						
Number of students	FTE	306,587	305,568	304,163	301,996	
Aboriginal students	FTE	19,896	20,500	21,142	22,545	
Students from non-English speaking backgrounds	no.	99,608	101,054	102,567	104,286	
Students in special schools, support classes and receiving special education support in integrated settings	FTE	12,620	12,814	13,032	13,544	
NAPLAN participation rate:						
Reading - Year 7						
All students	%	97.1	95.7	95.6	95.6	
Aboriginal students	%	91.5	88.8	89.2	89.5	
Numeracy - Year 7						
All students	%	96.5	95.1	94.8	94.8	
Aboriginal students	%	89.8	88.1	87.0	87.8	
Teachers who are fully accredited under Board of Studies, Teaching and Educational Standards requirements (Total DoE) <sup>(a)</sup>	no.	10,183	11,506	11,992	12,757	
Newly appointed teachers resigning from the Department of Education within their first five years (Total DoE) <sup>(a)(b)</sup>	%	8.1	8.2	8.0	8.0	
	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees:</b>	FTE	36,740	37,210	37,455	37,915	39,867
				2015-16 Budget \$000	2015-16 Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses			5,165,605	5,171,720	5,566,556	
Total expenses include the following:						
Employee related			3,936,877	3,984,265	4,297,582	
Other operating expenses			905,057	870,768	938,605	
Grants and subsidies			73,774	55,166	54,121	
Capital Expenditure			167,344	158,400	193,768	

(a) These figures are for the combined population of primary and secondary school teachers in NSW Government schools.

(b) Actual for 2014 has been updated to reflect the final published result.



## Non-Government Schools

**Service description:** This service group covers funding to non-government schools to improve student learning outcomes and assist them to successfully complete Year 12 or VET equivalent.

	Units	2013 Actual	2014 Actual	2015 Actual	2016 Forecast	
<b>Service measures:</b>						
Students	no.	391,478	399,817	406,932	411,378	
Schools	no.	933	936	941	937	
	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees: <sup>(a)</sup></b>	FTE	3	11	13	13	13
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses			1,120,121	1,100,727	1,152,122	
Total expenses include the following:						
Employee related			1,663	1,662	1,697	
Other operating expenses			750	750	748	
Grants and subsidies			1,117,708	1,098,315	1,149,677	

(a) The number of employees (FTE) reported in the Non-Government Schools service group has been revised from 2014 to include all employees directly supporting non-government school policy and program management.

## Aboriginal Affairs

**Service description:** This service group works in partnership with Aboriginal people to strengthen their capacity and increase their access to opportunities by implementing OCHRE - the Government's plan for Aboriginal Affairs, establishing partnerships for economic development, supporting effective community governance, and strengthening cultural identity and language.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Local Decision Making accords <sup>(a)</sup>	no.	...	1	5	1	2
Industry Based Agreements signed	no.	1	1	2	1	1
<b>Employees:</b>	FTE	89	88	88	86	94
				-----2015-16-----		
				Budget	Revised	2016-17
				\$000	\$000	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				29,765	18,480	28,922
Total expenses include the following:						
Employee related				11,920	11,577	12,992
Other operating expenses				5,373	4,032	6,017
Grants and subsidies				12,304	2,701	9,745
Capital Expenditure				84	60	94

(a) Local Decision Making accords set out priorities and opportunities for service delivery reform and are to be agreed between Aboriginal regional alliances and the Government.

### Cluster Grant Funding

**Service description:** This service group provides grant funding to the Board of Studies, Teaching and Educational Standards.

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	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	99,346	106,346	112,437
Grants and subsidies			
Board of Studies, Teaching and Educational Standards	99,346	106,346	112,437

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## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	8,526,344	8,629,468	9,305,314
Other operating expenses	1,970,107	1,897,475	2,044,787
Depreciation and amortisation	525,978	551,178	580,514
Grants and subsidies	1,734,690	1,658,691	1,765,434
Finance costs	19,469	19,322	19,515
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>12,776,588</b>	<b>12,756,134</b>	<b>13,715,564</b>
<b>Revenue</b>			
Appropriation	11,803,602	11,739,354	12,350,986
Sales of goods and services	191,042	194,237	162,656
Investment revenue	22,000	22,000	25,088
Grants and contributions	505,268	453,998	480,028
Acceptance by Crown Entity of employee benefits and other liabilities	388,847	388,561	384,319
Other revenue	31,730	67,578	75,335
<b>Total Revenue</b>	<b>12,942,489</b>	<b>12,865,728</b>	<b>13,478,412</b>
Gain/(loss) on disposal of non current assets	...	30,529	...
Other gains/(losses)	...	75	...
<b>Net Result</b>	<b>165,901</b>	<b>140,198</b>	<b>(237,152)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	760,230	942,716	720,487
Receivables	51,050	79,280	79,775
Other financial assets	19,597	18,628	18,628
Assets held for sale	356	779	779
<b>Total Current Assets</b>	<b>831,233</b>	<b>1,041,403</b>	<b>819,669</b>
<b>Non Current Assets</b>			
Receivables	85	8,429	8,429
Property, plant and equipment -			
Land and building	20,760,665	22,264,300	22,185,860
Plant and equipment	230,075	203,656	208,516
Intangibles	288,149	296,566	275,921
<b>Total Non Current Assets</b>	<b>21,278,974</b>	<b>22,772,951</b>	<b>22,678,726</b>
<b>Total Assets</b>	<b>22,110,207</b>	<b>23,814,354</b>	<b>23,498,395</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	241,207	324,262	351,687
Borrowings at amortised cost	146,850	146,830	6,633
Provisions	687,009	773,843	820,231
Other	46,949	16,311	10,542
<b>Total Current Liabilities</b>	<b>1,122,015</b>	<b>1,261,246</b>	<b>1,189,093</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	169,678	169,722	163,068
Provisions	18,671	28,002	28,002
Other	3,533	2,473	2,473
<b>Total Non Current Liabilities</b>	<b>191,882</b>	<b>200,197</b>	<b>193,543</b>
<b>Total Liabilities</b>	<b>1,313,897</b>	<b>1,461,443</b>	<b>1,382,636</b>
<b>Net Assets</b>	<b>20,796,310</b>	<b>22,352,911</b>	<b>22,115,759</b>
<b>Equity</b>			
Reserves	6,902,666	8,474,072	8,474,072
Accumulated funds	13,893,644	13,878,839	13,641,687
<b>Total Equity</b>	<b>20,796,310</b>	<b>22,352,911</b>	<b>22,115,759</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	8,314,507	8,345,902	8,853,807
Grants and subsidies	1,734,090	1,658,091	1,764,834
Finance costs	19,469	19,322	19,515
Other	2,236,773	2,109,302	2,269,298
<b>Total Payments</b>	<b>12,304,839</b>	<b>12,132,617</b>	<b>12,907,454</b>
<b>Receipts</b>			
Appropriation	11,803,602	11,739,354	12,350,986
Sale of goods and services	205,701	145,372	158,102
Interest received	24,321	23,890	23,838
Grants and contributions	497,716	396,163	423,236
Cash transfers to the Crown Entity	...	(25,848)	...
Other	269,695	358,535	362,203
<b>Total Receipts</b>	<b>12,801,035</b>	<b>12,637,466</b>	<b>13,318,365</b>
<b>Net Cash Flows From Operating Activities</b>	<b>496,196</b>	<b>504,849</b>	<b>410,911</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	29,457	65,203	67,357
Purchases of property, plant and equipment	(448,369)	(389,087)	(541,230)
Other	(7,237)	(7,445)	(12,416)
<b>Net Cash Flows From Investing Activities</b>	<b>(426,149)</b>	<b>(331,329)</b>	<b>(486,289)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(6,067)	(6,067)	(146,851)
<b>Net Cash Flows From Financing Activities</b>	<b>(6,067)</b>	<b>(6,067)</b>	<b>(146,851)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>63,980</b>	<b>167,453</b>	<b>(222,229)</b>
Opening Cash and Cash Equivalents	696,250	775,263	942,716
<b>Closing Cash and Cash Equivalents</b>	<b>760,230</b>	<b>942,716</b>	<b>720,487</b>
<b>Cash Flow Reconciliation</b>			
Net result	165,901	140,198	(237,152)
Non cash items added back	525,978	551,150	580,514
Change in operating assets and liabilities	(195,683)	(186,499)	67,549
<b>Net Cash Flows From Operating Activities</b>	<b>496,196</b>	<b>504,849</b>	<b>410,911</b>

# Board of Studies, Teaching and Educational Standards

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## Service Group Statements

### Curriculum and Teaching Standards Development and Support

**Service description:** This service group covers providing relevant high quality syllabuses, courses and support materials that promote high standards of primary (Years K-6) and secondary (Years 7-12) education for a full range of students and initial teacher education and accreditation standards and professional learning for teachers.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Current K-12 syllabuses	no.	165	168	171	170	179
VET student course units of study	thous	150	147	146	143	143
Number of accredited teachers	no.	51,331	65,566	62,417	76,027	91,027
<b>Employees:</b>	FTE	103	139	146	136	127
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				26,900	27,522	30,494
Total expenses include the following:						
Employee related				19,333	17,816	17,034
Other operating expenses				6,768	8,805	12,664
<hr/>						
Capital Expenditure				972	204	677

## Examinations, Assessments and Credentials

**Service description:** This service group covers conducting Higher School Certificate (HSC) examinations, Australian Music Examinations Board (AMEB) examinations, administering the Record of School Achievement and being the test administration authority for the National Assessment Program for Literacy and Numeracy (NAPLAN).

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Records of School Achievement granted	no.	6,794	8,831	11,660	8,900	9,790
HSC examinations conducted	no.	380,902	399,590	401,151	400,057	405,019
AMEB examinations conducted	no.	35,867	36,631	35,857	36,066	36,000
<b>Employees:</b>	FTE	622	598	549	553	575
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				93,528	91,918	96,466
Total expenses include the following:						
Employee related				67,748	67,458	71,847
Other operating expenses				24,317	22,810	23,164
Capital Expenditure				2,473	827	1,240



## Registration and Accreditation

**Service description:** This service group covers registering and accrediting non-government schools, registering home schooling and approving course providers for students from overseas and the regulation of teacher accreditation authorities.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Number of non-government schools inspected	no.	181	170	165	192	167
Assessments of home schooling applicants by authorised persons	no.	2,899	3,079	3,400	3,500	3,850
Number of teacher accreditation authorities	no.	912	554	570	560	580
<b>Employees:</b>	FTE	49	63	67	75	79
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				9,320	11,234	10,445
Total expenses include the following:						
Employee related				8,328	9,362	10,059
Other operating expenses				969	1,847	363
<b>Capital Expenditure</b>				88	109	20

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	95,409	94,636	98,940
Other operating expenses	32,054	33,462	36,191
Depreciation and amortisation	2,280	2,571	2,274
Finance costs	5	5	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>129,748</b>	<b>130,674</b>	<b>137,405</b>
<b>Revenue</b>			
Sales of goods and services	17,782	16,182	17,760
Investment revenue	...	270	200
Grants and contributions	101,639	109,811	114,368
Acceptance by Crown Entity of employee benefits and other liabilities	2,387	2,814	2,366
Other revenue	487	487	498
<b>Total Revenue</b>	<b>122,295</b>	<b>129,564</b>	<b>135,192</b>
Gain/(loss) on disposal of non current assets	10	10	10
<b>Net Result</b>	<b>(7,443)</b>	<b>(1,100)</b>	<b>(2,203)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	6,406	12,388	10,680
Receivables	6,975	4,243	4,243
Inventories	1,795	1,950	1,950
<b>Total Current Assets</b>	<b>15,176</b>	<b>18,581</b>	<b>16,873</b>
<b>Non Current Assets</b>			
Receivables	176	80	80
Property, plant and equipment - Land and building	567	475	355
Plant and equipment	3,181	1,000	1,425
Intangibles	3,720	3,357	2,695
<b>Total Non Current Assets</b>	<b>7,644</b>	<b>4,912</b>	<b>4,555</b>
<b>Total Assets</b>	<b>22,820</b>	<b>23,493</b>	<b>21,428</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	4,324	1,543	1,681
Provisions	4,776	5,122	5,122
Other	4,546	3,958	3,958
<b>Total Current Liabilities</b>	<b>13,646</b>	<b>10,623</b>	<b>10,761</b>
<b>Non Current Liabilities</b>			
Provisions	72	70	70
Other	678	103	103
<b>Total Non Current Liabilities</b>	<b>750</b>	<b>173</b>	<b>173</b>
<b>Total Liabilities</b>	<b>14,396</b>	<b>10,796</b>	<b>10,934</b>
<b>Net Assets</b>	<b>8,424</b>	<b>12,697</b>	<b>10,494</b>
<b>Equity</b>			
Accumulated funds	8,424	12,697	10,494
<b>Total Equity</b>	<b>8,424</b>	<b>12,697</b>	<b>10,494</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	94,249	93,049	96,436
Other	35,259	41,266	39,391
<b>Total Payments</b>	<b>129,508</b>	<b>134,315</b>	<b>135,827</b>
<b>Receipts</b>			
Sale of goods and services	17,782	18,182	17,760
Interest received	...	399	200
Grants and contributions	101,639	109,811	114,368
Other	3,687	6,268	3,698
<b>Total Receipts</b>	<b>123,108</b>	<b>134,660</b>	<b>136,026</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(6,400)</b>	<b>345</b>	<b>199</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	30	30	30
Purchases of property, plant and equipment	(2,403)	(820)	(802)
Other	(1,130)	(320)	(1,135)
<b>Net Cash Flows From Investing Activities</b>	<b>(3,503)</b>	<b>(1,110)</b>	<b>(1,907)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(9,903)</b>	<b>(765)</b>	<b>(1,708)</b>
Opening Cash and Cash Equivalents	16,309	13,153	12,388
<b>Closing Cash and Cash Equivalents</b>	<b>6,406</b>	<b>12,388</b>	<b>10,680</b>
<b>Cash Flow Reconciliation</b>			
Net result	(7,443)	(1,100)	(2,203)
Non cash items added back	2,280	2,571	2,274
Change in operating assets and liabilities	(1,237)	(1,126)	128
<b>Net Cash Flows From Operating Activities</b>	<b>(6,400)</b>	<b>345</b>	<b>199</b>

### 3. FAMILY AND COMMUNITY SERVICES CLUSTER

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>Department of Family and Community Services</b>						
Service Group						
Community Support for People with Disability, their Family and Carers .....	934.0	993.0	6.3	8.9	4.7	(47.6)
Short-term Interventions for People with Disability, their Family and Carers .....	421.4	439.3	4.2	9.3	6.4	(31.8)
Supported Accommodation for People with Disability <sup>(a)</sup> .....	1,895.8	1,827.1	(3.6)	135.4	51.8	(61.8)
Earlier Intervention for Vulnerable People and Support for Communities .....	325.9	319.0	(2.1)	4.3	6.5	52.8
Statutory Child Protection .....	472.0	492.8	4.4	17.0	19.6	15.3
Out-of-Home Care for Vulnerable Children and Young People .....	1,014.4	1,079.2	6.4	17.9	23.3	30.4
Social Housing Assistance and Tenancy Support .....	725.1	812.6	12.1	8.2	9.1	10.8
Homelessness Services .....	273.2	293.9	7.6	1.5	1.7	18.0
<b>Total</b>	<b>6,061.7</b>	<b>6,256.9</b>	<b>3.2</b>	<b>202.4</b>	<b>123.0</b>	<b>(39.2)</b>
<b>Home Care Service of New South Wales <sup>(b)</sup></b>						
<b>Total</b>	<b>165.8</b>	<b>...</b>	<b>(100.0)</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Multicultural NSW</b>						
Service Group						
Community Support Services .....	16.1	14.3	(11.1)	0.5	0.5	(4.7)
Language Services .....	10.2	9.0	(11.8)	...	1.0	...
<b>Total</b>	<b>26.3</b>	<b>23.3</b>	<b>(11.4)</b>	<b>0.5</b>	<b>1.5</b>	<b>199.4</b>
<b>Aboriginal Housing Office</b>						
<b>Total</b>	<b>109.0</b>	<b>109.8</b>	<b>0.7</b>	<b>30.7</b>	<b>53.3</b>	<b>73.2</b>
<b>Home Purchase Assistance Fund</b>						
<b>Total</b>	<b>17.5</b>	<b>22.2</b>	<b>27.3</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Office of the Children's Guardian</b>						
Service Group						
Office of the Children's Guardian .....	27.0	29.1	7.5	0.6	0.7	15.0
<b>Total</b>	<b>27.0</b>	<b>29.1</b>	<b>7.5</b>	<b>0.6</b>	<b>0.7</b>	<b>15.0</b>

(a) In 2015-16, an additional \$174 million prior years' adjustment for disability services to the Australian Government was made (above 2016-17). After allowing for this one-off payment for the Supported Accommodation for People with Disability program, expenses would grow at 6.1 per cent and the total Department of Family and Community Services expenses would grow at 6.3 per cent (rather than 3.2 per cent). Lower capital expenditure in 2016-17 is due to completion of Supported Accommodation and Large Residential Centre Redevelopment Projects.

(b) Home Care Service of NSW is no longer reporting under the Family and Community Services cluster. It was acquired by Australian Unity Limited on 20 February 2016.

## Introduction

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The Family and Community Services cluster supports people with disability, vulnerable children, young people and families and builds stronger communities. The cluster directly supports people across New South Wales through its own services and through funding non-government organisations to deliver specialist support services. The Family and Community Services cluster is the lead cluster delivering the Premier's and State Priorities to:

- decrease the percentage of children and young people re-reported at risk of significant harm by 15 per cent over three years
- increase the proportion of young people who successfully move from specialist homelessness services to long term accommodation by 10 per cent
- increase the number of households successfully transitioning out of social housing by 5 per cent over three years
- implement the National Disability Insurance Scheme (NDIS) by 2018.

The cluster also supports the Premier's Priority to address and reduce domestic and family violence re-offending.

The Family and Community Services cluster's responsibilities include ensuring that:

- children and young people are protected from abuse and neglect and have a safe home for life
- people with disability are supported to realise their potential
- social housing and homelessness assistance is used to break disadvantage
- people experiencing, or at risk of, domestic and family violence are safer
- Aboriginal people, families and communities have better outcomes
- community harmony and social cohesion are promoted
- the people of New South Wales are supported in building safe and engaged communities through services and funding which assist diverse communities
- seniors have opportunities to participate fully in community life.

## Services

The cluster's key services, which are delivered in partnership with the non-government sector, include:

- specialist support services for people with disability, including clinical services and home support
- respite for people with disability and their carers
- specialist accommodation for people with disability
- new evidence-based prevention and targeted earlier intervention services that strengthen families by improving parenting and life skills
- child protection investigation and casework services to identify and protect children at risk of significant harm
- placement with extended family, adoptive families and out-of-home care for children and young people who cannot live safely with their parents
- funding for projects that enhance connections between people within their communities
- connecting seniors so they can participate in community life, with information and programs to support healthy and active ageing
- specialist homelessness services for people who are homeless, or at risk of homelessness

- assisting registered Community Housing Providers with asset and tenancy management of social housing as we transition to a new social housing system
- assistance for low income and disadvantaged people in the private rental market
- providing interpreting and translation services and engaging with multicultural communities to promote harmony
- providing grants that help foster community engagement and build community harmony and social cohesion
- supporting refugee settlement in New South Wales.

## 2016-17 Budget Highlights

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In 2016-17, the Department of Family and Community Services will spend \$6.4 billion (\$6,257 million recurrent and \$123 million capital) supporting vulnerable children, young people and families and building stronger communities.

### Protecting Children and Young People

In 2016-17, the Department of Family and Community Services will spend \$1.9 billion (\$1,891 million recurrent and \$49 million capital) to ensure children and young people are protected from abuse and neglect. Key initiatives include:

- \$53 million (\$370 million over four years) in new funding to meet increased demand for out-of-home care
- \$40 million (\$190 million over four years) in new funding to reform the child protection and out-of-home care systems through targeted earlier intervention and building on Safe Home for Life child protection reforms. This supports the Premier's Priority to decrease the percentage of children and young people re-reported at risk of significant harm
- \$5.6 million (\$15 million over four years) in new funding for the continued funding of Aboriginal Child and Family Centres.

### Disability and Ageing Support

In 2016-17, the Department of Family and Community Services will spend \$3.3 billion (\$3,259 million recurrent and \$63 million capital) on disability and ageing support. Key initiatives include:

- \$1.3 billion for the implementation of the NDIS in New South Wales to assist in delivery of the State Priority by 2018
- \$22 million to finance and establish new homes to house people who currently reside in large residential centres
- \$6.5 million to implement the NSW Ageing Strategy, including over \$600,000 on the Elder Abuse Helpline and Resource Unit
- \$500,000 to continue the expansion of the number and geographic reach of businesses offering discounts to NSW Seniors Card holders.

### Social Housing and Support for the Homeless

In 2016-17, the Department of Family and Community Services will spend \$1.1 billion (\$1,106 million recurrent and \$11 million capital) on social housing assistance to prevent homelessness and support people who need help to house themselves including:

- \$188 million for crisis homelessness services and support, including support services for refugees, many of which offer services to women leaving domestic violence. This supports the Premier's Priority to increase the proportion of young people who successfully move from specialist homelessness services to long term accommodation

- \$76 million for Community Housing Providers, to fund leasing subsidies for vulnerable individuals and families in the private rental market, providing opportunities for independence and a pathway to better outcomes
- \$55 million (\$280 million over four years) for Future Directions reform of the social housing system, to empower people to break the cycle of disadvantage in social housing through improved parenting, health, education, work and training. This includes:
  - \$22 million for the expansion of private rent assistance, including a new medium-term rental subsidy, Rent Choice, to support households to sustain a tenancy in the private rental market. Rent Choice will be available for up to three years and will require clients to engage with education and/or employment and relevant supports
  - \$11 million for the private rental subsidy Start Safely which will help 3,500 families leaving domestic violence this year
- \$10 million (\$40 million over four years) in new funding for youth homelessness initiatives that adopt an investment approach and prioritise young people leaving out-of-home care who are at high risk of homelessness
- \$6.1 million (\$17 million over four years) to implement transfers of management rights over properties to non-government entities
- \$6.1 million (\$14 million over four years) in new funding to support operations for the \$1.1 billion Social and Affordable Housing Fund (SAHF). The SAHF will support up to 3,000 additional new social and affordable housing dwellings linked to tailored support to assist tenants to increase their independence and make a transition out of social and affordable housing. This supports the State Priority to increase the number of householders successfully transitioning out of social housing
- \$6.0 million (second year of \$20 million over three years) for the Social Housing Community Improvement Fund to improve the liveability and amenity of social housing communities
- \$6.0 million to assist women and children experiencing domestic violence with the Staying Home Leaving Violence program
- \$2.0 million (\$8 million over four years) in new funding to mainly increase private rental assistance for refugee households and deliver out-of-home care support for unaccompanied children
- \$1.0 million rental subsidy to assist vulnerable war veterans who are homeless or at risk of homelessness.

In 2016-17, the Aboriginal Housing Office will spend \$163 million (\$110 million recurrent and \$53 million capital) on Aboriginal social housing assistance (of which \$80 million is funded through the Department of Family and Community Services) including:

- \$53 million under the National Partnership Agreement on Remote Indigenous Housing and through the Aboriginal Housing Office's own capital works program to deliver new housing and upgrade existing housing
- \$15 million to repair and maintain dwellings for the Aboriginal Community Housing sector to improve the quality of housing available to Aboriginal people
- \$15 million to reform and strengthen the Aboriginal Community Housing sector.

In 2016-17, the Land and Housing Corporation (a public trading enterprise) will invest \$592 million in capital expenditure for new social housing and the upgrade of existing housing. This includes:

- \$376 million for social housing supply to fund new capital works and works in progress. A source of funding for new capital works is the sale of Millers Point properties which has contributed to approximately 600 new homes either under construction or completed to date
- \$216 million in capital maintenance expenditure to upgrade and improve existing housing.



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## Building Stronger Communities

In 2016-17, the Department of Family and Community Services will support building safe, engaged and harmonious communities by investing:

- \$23 million for the Community Building Partnership program to provide improved community infrastructure and encourage community-based activities that create more vibrant and inclusive communities
- \$2.8 million will be invested to support the Advocate for Children and Young People to improve the safety, welfare and wellbeing of all children and young people in New South Wales
- \$2.0 million to implement the second NSW Volunteering Strategy to better recruit, support and recognise volunteers in New South Wales.

In 2016-17, the NSW Government will promote social cohesion and community harmony by investing:

- \$9.0 million in the provision of increased interpreting and translation services in over 100 languages and dialects
- \$3.0 million for the Multicultural NSW COMPACT Program to support an alliance of community partners who are committed to addressing and resolving community issues and tensions and safeguarding Australia's peaceful and harmonious way of life against extremist hate, violence and division. An additional \$4.0 million of funding over 2017-18 and 2018-19 for the Multicultural NSW COMPACT program will be provided by the Department of Premier and Cabinet
- \$2.8 million in grants to community projects, activities and partnerships to foster community engagement and celebrate our cultural diversity
- \$1.0 million for the development of a Telephone Interpreting Service as part of the development and improvement of Multicultural NSW's Language Services.

# Department of Family and Community Services

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## Service Group Statements

### Community Support for People with Disability, their Family and Carers

**Service description:** This service group focuses on building skills and strengthening family and carer relationships by assisting with everyday living activities to enable people to live in their own home.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
People in skill development and day programs	thous	15	16	18	17	17
People receiving respite services	thous	25	26	27	26	26
People receiving personal assistance	thous	35	35	34	34	34
<b>Employees:</b>	FTE	617	596	605	581	545
				-----2015-16-----		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				947,839	934,044	993,025
Total expenses include the following:						
Employee related				69,659	68,816	66,324
Other operating expenses				19,801	15,301	17,435
Grants and subsidies				855,322	847,055	905,397
Other expenses				1,418	1,418	1,446
Capital Expenditure				5,841	8,902	4,664

## Short-term Interventions for People with Disability, their Family and Carers

**Service description:** This service group supports people with disability, their carers and older people, to access services and community support in order to maximise independence, wellbeing and quality of life.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Families and children receiving support	thous	15	16	17	16	16
People accessing Transition To Work	thous	2.3	2.5	2.5	2.5	2.6
People receiving therapy and interventions	thous	35	52	58	64	63
Seniors card holders	thous	1,350	1,400	1,486	1,478	1,580
<b>Employees:</b>	FTE	1,194	1,124	1,161	1,102	1,087
				-----2015-16-----		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				431,166	421,405	439,287
Total expenses include the following:						
Employee related				126,636	121,858	122,129
Other operating expenses				34,830	31,478	33,879
Grants and subsidies				259,569	258,343	273,823
Other expenses				2,337	2,338	2,384
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Capital Expenditure				7,468	9,319	6,353

## Supported Accommodation for People with Disability

**Service description:** This service group provides suitable accommodation and opportunities for personal growth and development for people with disability who have ongoing intensive support needs. This includes group home accommodation, individual accommodation support and a range of other accommodation options.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
People accessing supported accommodation services <sup>(a)</sup>	thous	10.3	10.6	11.0	10.8	10.9
People accessing non 24/7 supported accommodation <sup>(b)</sup>	%	36	36	36	37	37
Supported accommodation services provided by NGOs <sup>(c)</sup>	%	75	76	78	78	78
<b>Employees:</b>	FTE	5,545	5,660	5,655	5,402	5,325

		2015-16		2016-17
		Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses		1,728,085	1,895,766	1,827,131
Total expenses include the following:				
Employee related		596,942	583,761	586,191
Other operating expenses		125,139	116,618	100,542
Grants and subsidies		955,089	1,146,261	1,089,341
Other expenses		11,945	11,944	12,184
Capital Expenditure <sup>(d)</sup>		133,052	135,380	51,768

- (a) Supported accommodation services for people with disability include a range of Government operated and funded services such as 24/7 and non 24/7 shared supported accommodation in a community setting.
- (b) Percentage of total supported accommodation clients that access non 24/7 support. Non 24/7 support provides person-centred support for people with disability living in their own homes, such as drop-in support.
- (c) Percentage of total supported accommodation clients serviced by non-government organisations (NGOs) as a proportion of all supported accommodation clients.
- (d) Lower capital expenditure in 2016-17 is due to completion of Supported Accommodation and Large Residential Centre Redevelopment Projects.

**Earlier Intervention for Vulnerable People and Support for Communities**

**Service description:** This service group supports vulnerable children, young people and their families to live better lives, and also supports community engagement. It includes support services that intervene early to prevent escalation into and within the statutory child protection system, reduce the incidence and impact of domestic violence against women and children and broader services in communities.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Instances of service provided under Community Builders	thous	240	371	220	371	371
Staying Home, Leaving Violence women and children supported	thous	4.5	5.5	5.4	5.5	5.5
Child, Youth and Families services provided <sup>(a)</sup>	thous	60.1	55.0	55.0	55.0	55.0
Calls to Domestic Violence Line	thous	21.9	20.1	22.0	19.1	21.0
Families participating in Brighter Futures	thous	2.7	2.9	3.0	2.8	2.8
Number of community grants <sup>(b)</sup>	no.	n.a.	190	190	185	185
<b>Employees:</b> <sup>(c)</sup>	FTE	112	108	167	159	150

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000

<b>Financial indicators:</b>				
Total Expenses Excluding Losses		337,403	325,865	319,041
Total expenses include the following:				
Employee related		20,475	20,740	18,820
Other operating expenses		16,478	15,003	24,326
Grants and subsidies		299,194	288,737	274,483

Capital Expenditure		5,299	4,282	6,544
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- (a) The figure refers to clients and not service providers, noting that the figure will include people who have been counted multiple times.
- (b) Prior to 1 July 2015, this service measure and financial indicators are reported under the Department of Education, and previously included grants relating to Veterans' Affairs.
- (c) Increase in the 2015-16 FTEs is due to the transfer of the Office of Communities.

## Statutory Child Protection

**Service description:** This service group responds to reports of children at risk of significant harm (ROSH). It involves assessing and investigating reports of child abuse and neglect, and intervening, where appropriate, to ensure the safety, welfare and wellbeing of children at risk of significant harm.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Child and young person concern reports	thous	265.1	268.1	271.1	276.6	284.9
Children and young people involved in a child and young person concern report	thous	109.6	110.8	112.8	114.4	118.4
Children and young people reported at ROSH	thous	73.7	73.5	73.9	78.1	80.1
Children and young people at ROSH who received a face-to-face assessment or service <sup>(a)</sup>	%	35.9	39.9	43.1	40.4	42.3
<b>Employees:</b> <sup>(b)</sup>	FTE	2,745	2,952	2,731	2,886	2,830
				2015-16		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				453,667	472,036	492,834
Total expenses include the following:						
Employee related				321,477	350,605	339,805
Other operating expenses				83,196	74,075	79,010
Grants and subsidies				33,984	31,262	57,590
Capital Expenditure				17,037	16,951	19,550

(a) This measure includes those children and young people at ROSH receiving services and/or assessment. The quarterly Community Services Caseworker Dashboard reports on those children and young people at ROSH receiving an assessment only.

(b) The reduction in FTEs from 2014-15 reflects the OneFACS program to wind down staff in central office. Frontline staff have not been affected.

## Out-of-Home Care for Vulnerable Children and Young People

**Service description:** This service group supports vulnerable children and young people who cannot live safely with parent/s. Out-of-home care (OOHC) includes restoration, general foster care, kinship care, residential care and adoptions. It includes planning, monitoring and supporting non-government organisations (NGOs) to deliver services to children and young people in care and those leaving care.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Children in OOHC including						
Guardianship Orders (year end)	thous	19.0	20.0	20.2	21.3	22.4
NGO statutory OOHC placements <sup>(a)</sup>	%	51	54	60	57	58
Average cost, all children	\$000	43	46	48	47	47
<b>Employees:</b>	FTE	1,225	1,259	1,202	1,277	1,242
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				959,965	1,014,388	1,079,159
Total expenses include the following:						
Employee related				128,639	140,151	136,018
Other operating expenses				59,654	48,700	70,138
Grants and subsidies				764,789	816,898	865,479
Other expenses				...	1,366	...
Capital Expenditure				26,556	17,884	23,323

(a) Statutory OOHC accounts for about 70 per cent of the total OOHC population.

## Social Housing Assistance and Tenancy Support

**Service description:** This service group covers housing assistance for people on low incomes or who are unable to access or maintain appropriate housing. This includes managing tenancies in public, community and Aboriginal Housing Office properties. It also includes providing private rental market assistance as an alternative to social housing and to assist people to transition out of social housing.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Households assisted in Social Housing <sup>(a)</sup>	thous	139.5	140.5	142.0	140.7	140.6
Households assisted to rent privately <sup>(b)</sup>	thous	19.4	18.9	19.1	18.5	19.0
<b>Employees:</b> <sup>(c)</sup>	FTE	2,343	2,446	2,296	2,219	2,400
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				787,520	725,068	812,554
Total expenses include the following:						
Employee related				272,640	266,873	295,342
Other operating expenses				75,616	71,588	84,395
Grants and subsidies				427,935	372,548	420,659
<hr/>						
Capital Expenditure				11,771	8,218	9,103

(a) Includes the number of public housing tenancies managed by the Department of Family and Community Services, Aboriginal Housing Office, and community housing tenancies as at 30 June.

(b) Excludes temporary accommodation, which is reported separately under the 'Homelessness Services' service group.

(c) Increase in employees in 2016-17 due to additional resources associated with Land and Housing Corporation "Communities Plus" Program.



**Homelessness Services**

**Service description:** This service group supports people who are homeless or at risk of homelessness. It includes crisis and medium-term accommodation, and prevention and early intervention services such as living skills, family support and employment support.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Households assisted with temporary accommodation	thous	13.9	17.7	18.0	19.5	19.1
People receiving assistance from a Specialist Homelessness Service	thous	52.0	48.3	54.0	54.0	58.0
<b>Employees: <sup>(a)</sup></b>	FTE	139	137	188	189	184
				-----2015-16-----		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				283,949	273,171	293,869
Total expenses include the following:						
Employee related				22,713	24,060	22,771
Other operating expenses				13,963	8,308	15,583
Grants and subsidies				245,707	239,463	253,955
<hr/>						
Capital Expenditure				2,102	1,470	1,734

(a) The increase in FTEs between 2014-15 Actual and 2015-16 Forecast is due to Going Home Staying Home reforms and the extension of the National Partnership Agreement on Homelessness in 2014-15.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,559,181	1,576,864	1,587,400
Other operating expenses	428,677	381,071	425,308
Depreciation and amortisation	84,447	86,175	87,451
Grants and subsidies	3,841,589	4,000,567	4,140,727
Other expenses	15,700	17,066	16,014
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,929,594</b>	<b>6,061,743</b>	<b>6,256,900</b>
<b>Revenue</b>			
Appropriation	5,461,603	5,563,771	5,840,321
Sales of goods and services	285,911	266,975	273,432
Investment revenue	572	441	320
Grants and contributions	18,353	31,156	48,577
Acceptance by Crown Entity of employee benefits and other liabilities	51,566	52,128	53,802
Other revenue	22,681	39,720	23,154
<b>Total Revenue</b>	<b>5,840,686</b>	<b>5,954,191</b>	<b>6,239,606</b>
Gain/(loss) on disposal of non current assets	2,663	901	(22,677)
Other gains/(losses)	(862)	(1,272)	(862)
<b>Net Result</b>	<b>(87,107)</b>	<b>(107,923)</b>	<b>(40,833)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	101,876	101,643	100,366
Receivables	81,945	90,502	90,280
Assets held for sale	...	472	472
<b>Total Current Assets</b>	<b>183,821</b>	<b>192,617</b>	<b>191,118</b>
<b>Non Current Assets</b>			
Receivables	6,332	5,287	2,737
Property, plant and equipment -			
Land and building	1,227,234	1,327,942	1,279,201
Plant and equipment	86,757	91,436	89,576
Intangibles	100,349	75,615	90,327
<b>Total Non Current Assets</b>	<b>1,420,672</b>	<b>1,500,280</b>	<b>1,461,841</b>
<b>Total Assets</b>	<b>1,604,493</b>	<b>1,692,897</b>	<b>1,652,959</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	97,832	120,066	123,535
Provisions	147,866	156,039	153,386
Other	7,137	71	71
<b>Total Current Liabilities</b>	<b>252,835</b>	<b>276,176</b>	<b>276,992</b>
<b>Non Current Liabilities</b>			
Provisions	34,791	41,206	41,355
Other	6,122	377	307
<b>Total Non Current Liabilities</b>	<b>40,913</b>	<b>41,583</b>	<b>41,662</b>
<b>Total Liabilities</b>	<b>293,748</b>	<b>317,759</b>	<b>318,654</b>
<b>Net Assets</b>	<b>1,310,745</b>	<b>1,375,138</b>	<b>1,334,305</b>
<b>Equity</b>			
Reserves	35,636	119,471	119,471
Accumulated funds	1,275,109	1,255,667	1,214,834
<b>Total Equity</b>	<b>1,310,745</b>	<b>1,375,138</b>	<b>1,334,305</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,520,687	1,563,044	1,529,352
Grants and subsidies	3,841,589	4,000,567	4,140,727
Other	1,017,251	1,065,590	730,441
<b>Total Payments</b>	<b>6,379,527</b>	<b>6,629,201</b>	<b>6,400,520</b>
<b>Receipts</b>			
Appropriation	5,461,603	5,563,771	5,840,321
Sale of goods and services	285,662	270,370	273,685
Interest received	1,195	5,544	320
Grants and contributions	23,629	37,315	48,740
Other	294,895	423,989	310,425
<b>Total Receipts</b>	<b>6,066,984</b>	<b>6,300,989</b>	<b>6,473,491</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(312,543)</b>	<b>(328,212)</b>	<b>72,971</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	74,812	61,635	48,800
Purchases of property, plant and equipment	(138,368)	(157,640)	(76,203)
Other	(70,758)	(45,117)	(46,845)
<b>Net Cash Flows From Investing Activities</b>	<b>(134,314)</b>	<b>(141,122)</b>	<b>(74,248)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(446,857)</b>	<b>(469,334)</b>	<b>(1,277)</b>
Opening Cash and Cash Equivalents	548,733	570,977	101,643
<b>Closing Cash and Cash Equivalents</b>	<b>101,876</b>	<b>101,643</b>	<b>100,366</b>
<b>Cash Flow Reconciliation</b>			
Net result	(87,107)	(107,923)	(40,833)
Non cash items added back	84,447	85,757	87,451
Change in operating assets and liabilities	(309,883)	(306,046)	26,353
<b>Net Cash Flows From Operating Activities</b>	<b>(312,543)</b>	<b>(328,212)</b>	<b>72,971</b>

**Financial Statements**

**Operating Statement**

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	190,187	138,884	...
Other operating expenses	38,080	26,568	...
Depreciation and amortisation	510	318	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>228,777</b>	<b>165,770</b>	...
<b>Revenue</b>			
Sales of goods and services	27,686	19,167	...
Investment revenue	4,810	914	...
Grants and contributions	196,612	117,941	...
Other revenue	604	2,015	...
<b>Total Revenue</b>	<b>229,712</b>	<b>140,037</b>	...
Gain/(loss) on disposal of non current assets	636	6	...
Other gains/(losses)	(97)	(1,098)	...
<b>Net Result</b>	<b>1,474</b>	<b>(26,825)</b>	...

(a) Home Care Service of New South Wales is no longer reporting under the Family and Community Services cluster. It was acquired by Australian Unity Limited on 20 February 2016.

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	56,470	...	...
Receivables	5,869	...	...
<b>Total Current Assets</b>	<b>62,339</b>	...	...
<b>Non Current Assets</b>			
Other financial assets	27,208	...	...
Property, plant and equipment -			
Land and building	636	...	...
Plant and equipment	2,829	...	...
<b>Total Non Current Assets</b>	<b>30,673</b>	...	...
<b>Total Assets</b>	<b>93,012</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	4,572	...	...
Provisions	31,179	...	...
<b>Total Current Liabilities</b>	<b>35,751</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	9,347	...	...
<b>Total Non Current Liabilities</b>	<b>9,347</b>	...	...
<b>Total Liabilities</b>	<b>45,098</b>	...	...
<b>Net Assets</b>	<b>47,914</b>	...	...
<b>Equity</b>			
Reserves	401	...	...
Accumulated funds	47,513	...	...
<b>Total Equity</b>	<b>47,914</b>	...	...

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	193,438	154,130	...
Other	59,351	5,888	...
<b>Total Payments</b>	<b>252,789</b>	<b>160,018</b>	...
<b>Receipts</b>			
Sale of goods and services	27,089	23,478	...
Interest received	1,999	884	...
Grants and contributions	196,612	117,941	...
Other	21,922	5,571	...
<b>Total Receipts</b>	<b>247,622</b>	<b>147,874</b>	...
<b>Net Cash Flows From Operating Activities</b>	<b>(5,167)</b>	<b>(12,144)</b>	...
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	760	6	...
Proceeds from sale of investments	...	23,877	...
Purchases of property, plant and equipment	(3,000)	...	...
Other	...	(76,284)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(2,240)</b>	<b>(52,401)</b>	...
<b>Net Increase/(Decrease) in Cash</b>	<b>(7,407)</b>	<b>(64,545)</b>	...
Opening Cash and Cash Equivalents	63,877	64,545	...
<b>Closing Cash and Cash Equivalents</b>	<b>56,470</b>	...	...
<b>Cash Flow Reconciliation</b>			
Net result	1,474	(26,825)	...
Non cash items added back	(2,301)	288	...
Change in operating assets and liabilities	(4,340)	14,393	...
<b>Net Cash Flows From Operating Activities</b>	<b>(5,167)</b>	<b>(12,144)</b>	...

# Multicultural NSW

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## Service Group Statements

### Community Support Services

**Service description:** This service group supports implementation of multicultural principles by all government agencies and administration of community projects and grants programs.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Grant applications received	no.	487	438	440	497	440
Successful grant applications	%	40	46	40	40	40
<b>Employees:</b>						
	FTE	48	48	48	60	52
				-----2015-16-----		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				12,417	16,109	14,317
Total expenses include the following:						
Employee related				5,593	8,059	6,234
Other operating expenses				2,223	3,427	1,921
Grants and subsidies				4,306	4,379	5,847
<b>Capital Expenditure</b>						
				300	490	467



## Language Services

**Service description:** This service group covers providing efficient, reliable and professional interpreting and translation services for community languages provided by trained interpreters and translators.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Assignments performed	no.	47,060	44,079	48,000	44,000	45,000
Formal complaints registered	no.	120	66	100	100	100
<b>Employees:</b>						
	FTE	109	104	112	110	107
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				9,063	10,180	8,974
Total expenses include the following:						
Employee related				8,598	9,628	8,324
Other operating expenses				465	552	650
<b>Capital Expenditure</b>						
Capital Expenditure				...	...	1,000

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	14,191	17,687	14,558
Other operating expenses	2,688	3,979	2,571
Depreciation and amortisation	295	244	315
Grants and subsidies	4,306	4,379	5,847
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>21,480</b>	<b>26,289</b>	<b>23,291</b>
<b>Revenue</b>			
Sales of goods and services	5,476	5,566	5,478
Grants and contributions	10,709	13,435	18,305
Acceptance by Crown Entity of employee benefits and other liabilities	660	660	677
Other revenue	24	183	25
<b>Total Revenue</b>	<b>16,869</b>	<b>19,844</b>	<b>24,485</b>
<b>Net Result</b>	<b>(4,611)</b>	<b>(6,445)</b>	<b>1,194</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	895	411	465
Receivables	724	1,221	1,221
<b>Total Current Assets</b>	<b>1,619</b>	<b>1,632</b>	<b>1,686</b>
<b>Non Current Assets</b>			
Other financial assets	...	263	263
Property, plant and equipment -			
Land and building	86	29	29
Plant and equipment	70	302	306
Intangibles	612	317	1,465
<b>Total Non Current Assets</b>	<b>768</b>	<b>911</b>	<b>2,063</b>
<b>Total Assets</b>	<b>2,387</b>	<b>2,543</b>	<b>3,749</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	673	1,104	1,116
Provisions	1,125	1,316	1,171
<b>Total Current Liabilities</b>	<b>1,798</b>	<b>2,420</b>	<b>2,287</b>
<b>Non Current Liabilities</b>			
Provisions	149	29	174
<b>Total Non Current Liabilities</b>	<b>149</b>	<b>29</b>	<b>174</b>
<b>Total Liabilities</b>	<b>1,947</b>	<b>2,449</b>	<b>2,461</b>
<b>Net Assets</b>	<b>440</b>	<b>94</b>	<b>1,288</b>
<b>Equity</b>			
Accumulated funds	440	94	1,288
<b>Total Equity</b>	<b>440</b>	<b>94</b>	<b>1,288</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	13,669	17,165	13,869
Grants and subsidies	4,306	4,379	5,847
Other	3,138	4,553	3,021
<b>Total Payments</b>	<b>21,113</b>	<b>26,097</b>	<b>22,737</b>
<b>Receipts</b>			
Sale of goods and services	5,476	5,385	5,478
Grants and contributions	10,709	13,435	18,305
Other	474	633	475
<b>Total Receipts</b>	<b>16,659</b>	<b>19,453</b>	<b>24,258</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(4,454)</b>	<b>(6,644)</b>	<b>1,521</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(50)	(283)	(50)
Purchases of investments	...	(113)	...
Other	(250)	(207)	(1,417)
<b>Net Cash Flows From Investing Activities</b>	<b>(300)</b>	<b>(603)</b>	<b>(1,467)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(4,754)</b>	<b>(7,247)</b>	<b>54</b>
Opening Cash and Cash Equivalents	5,649	7,658	411
<b>Closing Cash and Cash Equivalents</b>	<b>895</b>	<b>411</b>	<b>465</b>
<b>Cash Flow Reconciliation</b>			
Net result	(4,611)	(6,445)	1,194
Non cash items added back	295	244	315
Change in operating assets and liabilities	(138)	(443)	12
<b>Net Cash Flows From Operating Activities</b>	<b>(4,454)</b>	<b>(6,644)</b>	<b>1,521</b>

# Aboriginal Housing Office

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## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	63,268	63,327	63,937
Depreciation and amortisation	16,124	16,773	19,174
Grants and subsidies	41,550	28,934	26,677
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>120,942</b>	<b>109,034</b>	<b>109,788</b>
<b>Revenue</b>			
Sales of goods and services	52,366	53,666	54,967
Investment revenue	...	271	...
Grants and contributions	90,778	63,310	79,589
Other revenue	...	370	...
<b>Total Revenue</b>	<b>143,144</b>	<b>117,617</b>	<b>134,556</b>
Other gains/(losses)	(524)	(2,062)	(1,437)
<b>Net Result</b>	<b>21,678</b>	<b>6,521</b>	<b>23,331</b>

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## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	49,337	25,945	11,588
Receivables	5,858	5,884	6,052
<b>Total Current Assets</b>	<b>55,195</b>	<b>31,829</b>	<b>17,640</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	1,632,887	1,809,746	1,925,978
Plant and equipment	477	495	867
<b>Total Non Current Assets</b>	<b>1,633,364</b>	<b>1,810,241</b>	<b>1,926,845</b>
<b>Total Assets</b>	<b>1,688,559</b>	<b>1,842,070</b>	<b>1,944,485</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	40,892	31,456	25,157
Provisions	22	396	396
Other	4	2	4
<b>Total Current Liabilities</b>	<b>40,918</b>	<b>31,854</b>	<b>25,557</b>
<b>Non Current Liabilities</b>			
Provisions	318	...	...
<b>Total Non Current Liabilities</b>	<b>318</b>	<b>...</b>	<b>...</b>
<b>Total Liabilities</b>	<b>41,236</b>	<b>31,854</b>	<b>25,557</b>
<b>Net Assets</b>	<b>1,647,323</b>	<b>1,810,216</b>	<b>1,918,928</b>
<b>Equity</b>			
Reserves	685,956	885,222	970,603
Accumulated funds	961,367	924,994	948,325
<b>Total Equity</b>	<b>1,647,323</b>	<b>1,810,216</b>	<b>1,918,928</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	41,550	28,934	26,677
Other	62,994	66,235	64,347
<b>Total Payments</b>	<b>104,544</b>	<b>95,169</b>	<b>91,024</b>
<b>Receipts</b>			
Sale of goods and services	52,366	53,666	54,967
Interest received	...	271	...
Grants and contributions	90,778	63,020	79,589
Other	(750)	(800)	(705)
<b>Total Receipts</b>	<b>142,394</b>	<b>116,157</b>	<b>133,851</b>
<b>Net Cash Flows From Operating Activities</b>	<b>37,850</b>	<b>20,988</b>	<b>42,827</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	2,800	2,460	1,960
Purchases of property, plant and equipment	(45,139)	(23,700)	(59,144)
<b>Net Cash Flows From Investing Activities</b>	<b>(42,339)</b>	<b>(21,240)</b>	<b>(57,184)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(4,489)</b>	<b>(252)</b>	<b>(14,357)</b>
Opening Cash and Cash Equivalents	53,826	26,197	25,945
<b>Closing Cash and Cash Equivalents</b>	<b>49,337</b>	<b>25,945</b>	<b>11,588</b>
<b>Cash Flow Reconciliation</b>			
Net result	21,678	6,521	23,331
Non cash items added back	16,124	17,849	20,074
Change in operating assets and liabilities	48	(3,382)	(578)
<b>Net Cash Flows From Operating Activities</b>	<b>37,850</b>	<b>20,988</b>	<b>42,827</b>

# Home Purchase Assistance Fund

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## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	219	221	221
Grants and subsidies	6,072	4,044	9,360
Finance costs	12,667	12,667	12,109
Other expenses	524	524	529
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>19,482</b>	<b>17,456</b>	<b>22,219</b>
<b>Revenue</b>			
Investment revenue	11,615	8,715	8,755
Other revenue	9	11	9
<b>Total Revenue</b>	<b>11,624</b>	<b>8,726</b>	<b>8,764</b>
<b>Net Result</b>	<b>(7,858)</b>	<b>(8,730)</b>	<b>(13,455)</b>

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## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	129,280	198,653	187,004
Receivables	2,103	2,397	2,297
Other financial assets	130,119	59,614	52,509
<b>Total Current Assets</b>	<b>261,502</b>	<b>260,664</b>	<b>241,810</b>
<b>Non Current Assets</b>			
Other financial assets	8,980	8,806	7,150
<b>Total Non Current Assets</b>	<b>8,980</b>	<b>8,806</b>	<b>7,150</b>
<b>Total Assets</b>	<b>270,482</b>	<b>269,470</b>	<b>248,960</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	54	54	56
Borrowings at amortised cost	7,057	7,057	7,191
Provisions	54	54	54
<b>Total Current Liabilities</b>	<b>7,165</b>	<b>7,165</b>	<b>7,301</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	113,832	113,832	106,641
<b>Total Non Current Liabilities</b>	<b>113,832</b>	<b>113,832</b>	<b>106,641</b>
<b>Total Liabilities</b>	<b>120,997</b>	<b>120,997</b>	<b>113,942</b>
<b>Net Assets</b>	<b>149,485</b>	<b>148,473</b>	<b>135,018</b>
<b>Equity</b>			
Accumulated funds	149,485	148,473	135,018
<b>Total Equity</b>	<b>149,485</b>	<b>148,473</b>	<b>135,018</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	6,072	4,044	9,360
Finance costs	8,330	8,330	7,824
Other	741	739	748
<b>Total Payments</b>	<b>15,143</b>	<b>13,113</b>	<b>17,932</b>
<b>Receipts</b>			
Interest received	11,715	8,815	8,855
Other	9	11	9
<b>Total Receipts</b>	<b>11,724</b>	<b>8,826</b>	<b>8,864</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(3,419)</b>	<b>(4,287)</b>	<b>(9,068)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	250,000	250,000	250,000
Advance repayments received	12	12	9
Purchases of investments	(233,573)	(233,573)	(241,248)
<b>Net Cash Flows From Investing Activities</b>	<b>16,439</b>	<b>16,439</b>	<b>8,761</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(11,284)	(11,284)	(11,342)
<b>Net Cash Flows From Financing Activities</b>	<b>(11,284)</b>	<b>(11,284)</b>	<b>(11,342)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,736</b>	<b>868</b>	<b>(11,649)</b>
Opening Cash and Cash Equivalents	127,544	197,785	198,653
<b>Closing Cash and Cash Equivalents</b>	<b>129,280</b>	<b>198,653</b>	<b>187,004</b>
<b>Cash Flow Reconciliation</b>			
Net result	(7,858)	(8,730)	(13,455)
Non cash items added back	4,337	4,337	4,285
Change in operating assets and liabilities	102	106	102
<b>Net Cash Flows From Operating Activities</b>	<b>(3,419)</b>	<b>(4,287)</b>	<b>(9,068)</b>

## Introduction

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The Office of the Children's Guardian works to protect children by promoting and regulating quality, child-safe organisations and services.

The Office of the Children's Guardian operates under the *Children and Young Persons (Care and Protection) Act 1998* and the *Child Protection (Working With Children) Act 2012*.

## Services

The Office's key services are:

- administering the NSW Working With Children Check
- promoting and encouraging organisations to be safe for children through the provision of resources, training programs and monitoring and compliance activities
- registering, accrediting and monitoring designated agencies that provide statutory and voluntary out-of-home care
- authorising the employment of children in prescribed settings.

## 2016-17 Budget Highlights

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In 2016-17, the Office's key initiatives will include:

- \$2.0 million for the higher than projected demand for volunteer Working With Children Checks
- \$1.0 million to meet the increase in accreditation and monitoring functions associated with the transfer of statutory out-of-home care services from the Department of Family and Community Services to the non-government sector.

## Service Group Statements

### Office of the Children's Guardian

**Service description:** This service group focuses on regulating and building the capacity of organisations to deliver quality child-safe services and programs and administering the State-wide Working With Children Check (WWCC) Program.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
WWCCs completed	no.	420,499	357,241	240,000	330,000	330,000
WWCC completed within 24 hours	%	85	71	85	85	85
Children's employment authorities completed on time	%	99	98	100	100	100
<b>Employees:</b>	FTE	113	121	112	112	126
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				24,895	27,034	29,058
Total expenses include the following:						
Employee related				13,093	13,110	14,966
Other operating expenses				10,549	12,594	13,012
Grants and subsidies				450	450	550
Capital Expenditure				798	599	689

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	13,093	13,110	14,966
Other operating expenses	10,549	12,594	13,012
Depreciation and amortisation	803	877	530
Grants and subsidies	450	450	550
Finance costs	...	3	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>24,895</b>	<b>27,034</b>	<b>29,058</b>
<b>Revenue</b>			
Appropriation	4,845	5,746	16,997
Sales of goods and services	12,468	13,500	12,521
Acceptance by Crown Entity of employee benefits and other liabilities	499	499	532
Other revenue	...	7	...
<b>Total Revenue</b>	<b>17,812</b>	<b>19,752</b>	<b>30,050</b>
<b>Net Result</b>	<b>(7,083)</b>	<b>(7,282)</b>	<b>992</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	732	341	800
Receivables	735	1,488	1,488
<b>Total Current Assets</b>	<b>1,467</b>	<b>1,829</b>	<b>2,288</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	1,522	986	1,010
Intangibles	899	884	1,019
<b>Total Non Current Assets</b>	<b>2,421</b>	<b>1,870</b>	<b>2,029</b>
<b>Total Assets</b>	<b>3,888</b>	<b>3,699</b>	<b>4,317</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,254	3,510	3,136
Provisions	1,145	1,412	1,412
<b>Total Current Liabilities</b>	<b>3,399</b>	<b>4,922</b>	<b>4,548</b>
<b>Non Current Liabilities</b>			
Provisions	4	88	88
<b>Total Non Current Liabilities</b>	<b>4</b>	<b>88</b>	<b>88</b>
<b>Total Liabilities</b>	<b>3,403</b>	<b>5,010</b>	<b>4,636</b>
<b>Net Assets</b>	<b>485</b>	<b>(1,311)</b>	<b>(319)</b>
<b>Equity</b>			
Accumulated funds	485	(1,311)	(319)
<b>Total Equity</b>	<b>485</b>	<b>(1,311)</b>	<b>(319)</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	12,594	12,612	14,434
Grants and subsidies	450	450	550
Other	11,499	11,795	14,336
<b>Total Payments</b>	<b>24,543</b>	<b>24,857</b>	<b>29,320</b>
<b>Receipts</b>			
Appropriation	4,845	5,746	16,997
Sale of goods and services	12,468	13,500	12,521
Other	627	946	950
<b>Total Receipts</b>	<b>17,940</b>	<b>20,192</b>	<b>30,468</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(6,603)</b>	<b>(4,665)</b>	<b>1,148</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(189)	(39)	(189)
Other	(609)	(560)	(500)
<b>Net Cash Flows From Investing Activities</b>	<b>(798)</b>	<b>(599)</b>	<b>(689)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(7,401)</b>	<b>(5,264)</b>	<b>459</b>
Opening Cash and Cash Equivalents	8,133	5,605	341
<b>Closing Cash and Cash Equivalents</b>	<b>732</b>	<b>341</b>	<b>800</b>
<b>Cash Flow Reconciliation</b>			
Net result	(7,083)	(7,282)	992
Non cash items added back	803	877	530
Change in operating assets and liabilities	(323)	1,740	(374)
<b>Net Cash Flows From Operating Activities</b>	<b>(6,603)</b>	<b>(4,665)</b>	<b>1,148</b>

## 4. FINANCE, SERVICES AND INNOVATION CLUSTER

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>Department of Finance, Services and Innovation</b>						
Service Group						
ICT, Digital and Innovation .....	61.0	68.8	12.8	7.1	10.1	40.9
Government Services .....	336.4	241.4	(28.2)	225.6	1.7	(99.2)
State Revenue .....	496.4	587.9	18.4	21.7	17.2	(20.7)
Fair Trading .....	133.8	124.3	(7.1)	4.8	7.9	64.6
Better Regulation .....	119.6	171.5	43.4	2.3	9.6	327.4
Public Works .....	175.8	118.9	(32.4)	3.1	16.8	444.7
Land and Property Information .....	186.5	216.8	16.3	23.8	26.9	13.0
Personnel Services .....	615.9	806.6	31.0	...	...	...
<b>Total</b>	<b>2,125.4</b>	<b>2,336.2</b>	<b>9.9</b>	<b>288.4</b>	<b>90.2</b>	<b>(68.7)</b>
<b>Service NSW</b>						
Service Group						
Service NSW .....	324.1	328.4	1.3	123.1	86.4	(29.8)
<b>Total</b>	<b>324.1</b>	<b>328.4</b>	<b>1.3</b>	<b>123.1</b>	<b>86.4</b>	<b>(29.8)</b>
<b>Building Insurers' Guarantee Corporation</b>						
<b>Total</b>	<b>0.3</b>	<b>0.3</b>	<b>(1.8)</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Government Property NSW <sup>(a)</sup></b>						
<b>Total</b>	<b>722.3</b>	<b>529.4</b>	<b>(26.7)</b>	<b>9.4</b>	<b>175.0</b>	<b>1,765.6</b>
<b>Luna Park Reserve Trust</b>						
<b>Total</b>	<b>1.6</b>	<b>1.6</b>	<b>0.1</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Motor Accidents Authority of New South Wales <sup>(b)</sup></b>						
<b>Total</b>	<b>32.9</b>	<b>...</b>	<b>(100.0)</b>	<b>0.0</b>	<b>...</b>	<b>(100.0)</b>
<b>New South Wales Government Telecommunications Authority</b>						
<b>Total</b>	<b>42.4</b>	<b>74.6</b>	<b>76.2</b>	<b>16.9</b>	<b>63.2</b>	<b>274.8</b>
<b>NSW Self Insurance Corporation</b>						
<b>Total</b>	<b>1,977.6</b>	<b>1,830.9</b>	<b>(7.4)</b>	<b>1.1</b>	<b>6.8</b>	<b>528.7</b>
<b>Rental Bond Board</b>						
<b>Total</b>	<b>56.7</b>	<b>56.8</b>	<b>0.3</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>State Insurance Regulatory Authority <sup>(b)</sup></b>						
<b>Total</b>	<b>327.3</b>	<b>417.8</b>	<b>27.6</b>	<b>0.2</b>	<b>14.2</b>	<b>6,027.7</b>
<b>State Records Authority of New South Wales</b>						
<b>Total</b>	<b>25.7</b>	<b>28.1</b>	<b>9.3</b>	<b>3.9</b>	<b>6.8</b>	<b>75.2</b>
<b>WorkCover Authority <sup>(b)</sup></b>						
<b>Total</b>	<b>55.5</b>	<b>...</b>	<b>(100.0)</b>	<b>0.1</b>	<b>...</b>	<b>(100.0)</b>
<b>Workers' Compensation (Dust Diseases) Authority <sup>(c)</sup></b>						
<b>Total</b>	<b>39.6</b>	<b>50.4</b>	<b>27.2</b>	<b>0.0</b>	<b>0.0</b>	<b>...</b>

(a) Capital expenditure includes the transfer of surplus assets from other government agencies.

(b) The State Insurance Regulatory Authority (SIRA) was established 1 September 2015 in accordance with the *State Insurance and Care Governance Act 2015* in the Finance, Services and Innovation Cluster. WorkCover Authority and Motor Accidents Authority of New South Wales were abolished as a result of the creation of the SIRA.

(c) From 1 September 2015, the Workers' Compensation (Dust Diseases) Board changed name to the Workers' Compensation (Dust Diseases) Authority.



## Introduction

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The Finance, Services and Innovation cluster is responsible for customer and government service delivery, property and asset management, regulation and insurance services, revenue administration, and ICT, digital government and innovation.

The Finance, Services and Innovation cluster is the lead cluster delivering the Premier's and State Priorities to:

- improve customer satisfaction with key Government services each year, this term of Government
- conduct 70 per cent of Government transactions via digital channels by 2019
- make New South Wales the easiest state to start a business.

The cluster also supports the Premier's Priority that the Government's key ICT infrastructure projects across the State are delivered on time and on budget.

The Finance, Services and Innovation cluster is impacted by the *State Insurance and Care Governance Act 2015*, which commenced 1 September 2015. One of the key reforms was to separate the NSW Government's insurance entities regulatory and operational functions:

- The State Insurance Regulatory Authority (SIRA) was established to undertake the regulatory functions of the WorkCover Authority and the Motor Accidents Authority, which were both abolished. The work health and safety functions of the WorkCover Authority are delivered by SafeWork NSW.
- Insurance and Care NSW (icare) was created as part of these reforms to deliver insurance and care services to the people of New South Wales, and includes two general government agencies, namely NSW Self Insurance Corporation and Workers' Compensation (Dust Diseases) Authority.

## Services

The Finance, Services and Innovation cluster's key services include:

### Customer Service

- providing digital and face-to-face access to government services through Service NSW
- providing an integrated multi-channel service delivery model for government transactional services
- managing the NSW land and property registration system.

### Regulatory Services

- maintaining fair trading and safe work regulatory regimes through market engagement and education, policy and legislation, licensing and authorisations, investigations, enforcement and interventions (complaints and disputes and requests for service)
- monitoring the Compulsory Third Party Insurance scheme for motor vehicles
- acting as the custodian of rental bonds for private tenancies
- providing and monitoring regulatory frameworks and services across Motor Accidents Insurance, Workers and Home Building Compensation
- providing the workers' compensation Merit Review Service
- reducing the regulatory burden for consumers and businesses in New South Wales
- maintaining strong community, workplace, public safety and consumer protections
- promoting and enforcing NSW work health and safety, workers' compensation and injury management laws.

## Assets and Property

- managing and better utilising the State's property assets, maximising their economic returns to the State
- providing asset advisory and commissioning expertise to ensure government is a smart buyer of assets and infrastructure projects
- managing the NSW land valuation systems.

## ICT, Digital Government and Innovation

- driving reform in the Government's delivery of information and communications technology (ICT), including implementation of open data and data analytics initiatives
- enabling and delivering whole-of-government functions, such as strategic ICT projects, ICT infrastructure and platforms and ICT investment assurance.

## Revenue, Tax and Debt Administration

- providing revenue administration services, managing fines and debt collection on behalf of the Crown, commercial clients and other NSW Government agencies, taking enforcement action and administering benefit services.

## Other Government Services

- managing the State's archives and records
- managing and improving government procurement
- providing foundation digital and spatial data.

icare's key services include:

- managing the State's care, compensation and insurance schemes for injured workers and people catastrophically injured in motor vehicle accidents
- providing Treasury Managed Fund (TMF) self-insurance cover for general government sector agencies, home building compensation insurance for eligible residential building projects, and principal arranged insurance for all major capital works projects with a contract value greater than \$10 million.

## 2016-17 Budget Highlights

In 2016-17, the Department of Finance, Services and Innovation will spend \$2.4 billion (\$2,336 million recurrent and \$90 million capital) on sustainable government finances, procurement, ICT, consumer protection, administration of State taxation and revenue collection, public works and maintenance programs, NSW land and property administration and improving the way that the Government provides services.

In 2016-17, the cluster's key initiatives will include:

- \$704 million for Government Property NSW (\$529 million recurrent and \$175 million capital) including \$105 million to provide centralised government office accommodation and property management services, advice on and implement improved use of property assets across the whole-of-government as well as driving and executing strategic asset recycling initiatives
- \$588 million to provide tax revenue administration, fines management, debt management, including \$344 million new funding to support the Jobs Action Plan payroll tax rebate and Small Business Employment Incentive Scheme
- \$415 million (\$329 million recurrent and \$86 million capital) to continue the rollout of the Service NSW customer service network with increased digital capability, including \$50 million new funding to offer more agency transactions through the Service NSW network, supporting the Premier's Priority to conduct 70 per cent of Government transactions via digital channels by 2019

- \$241 million to provide shared corporate support and services to a number of Government agencies, including procurement, ICT, human resources, finance and business services – including via private providers in order to obtain higher service quality at lower cost
- \$217 million to provide services for land title registration, property information, valuation, surveying and mapping, including a simpler, more equitable pricing scheme which comes into effect on 1 July 2016 to deliver on the election commitment of improving transparency
- \$172 million for the regulation of insurance for motor accidents, workers' compensation and home building compensation, and for workplace safety. This includes \$7.5 million new funding over two years to deliver the Commerce Regulator project. This is a new regulatory operating model that will make it easier for businesses to interact with government, reduce duplication and provide high quality regulatory services that protects communities, workplaces and consumers, supporting the Premier's Priority to make New South Wales the easiest state to start a business
- \$138 million for the New South Wales Government Telecommunications Authority (\$75 million recurrent and \$63 million capital) including \$65 million in new funding for the Critical Communications Enhancement Program (CCEP) to enhance whole-of-government critical land mobile radio communications infrastructure servicing the state's emergency, law enforcement, public safety and essential services agencies
- \$124 million to enforce fair trading laws, administer licensing regimes, provide community grant assistance, undertake regulatory reform and offer information and assistance to consumers and traders
- \$119 million for public works advisory which involves expert advice and professional services in the commissioning, design and delivery of community infrastructure and environmental projects while exiting contestable markets where the private sector can deliver services more efficiently
- \$69 million in 2016-17 to drive whole-of-government strategies to achieve better value service delivery from ICT across government
- \$35 million new funding to relocate more than 300 public service roles to Gosford over the next four years to deliver on an election commitment to boost employment in the Central Coast (recognised across the Department's service groups)
- \$35 million in 2016-17 to State Records Authority (\$28 million recurrent and \$7 million capital) to manage the State's archives and records, and build the Government's capacity to accept, preserve and make archives and records available in digital form
- \$16.8 million in new funding over four years for the operations of the new Data Analytics Centre which will facilitate data sharing between agencies to inform more efficient, strategic, whole-of-government evidence based decision making (part of the ICT, Digital and Innovation service group)
- \$9.8 million new funding over four years to deliver the Premier's Priority to deliver key ICT infrastructure projects on time and on budget by establishing a Best Practice ICT Project delivery framework across government, including assurance and gateway support on ICT projects (part of the ICT, Digital and Innovation service group).

In 2016-17, icare's key initiatives will include:

- \$1,684 million in 2016-17 to administer the TMF and a number of government managed schemes which provides workers' compensation, health and general liability, property, motor vehicle and other miscellaneous insurance cover to NSW government agencies
- \$147 million in 2016-17 to provide a safety net to home owners who have contracted for residential building work and their builder has been unable to honour their commitments under the building contract due to insolvency, death or disappearance
- \$50.4 million in 2016-17 to provide financial compensation and support to people affected by work-related dust disease in New South Wales.

## Service Group Statements

### ICT, Digital and Innovation

**Service description:** This service group drives whole-of-government strategies to achieve better value service delivery from ICT across the sector. This service group delivers ICT initiatives including data analytics, ICT strategy and policy, digital services, platforms and infrastructure, ICT procurement and ICT assurance.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Delivery of ICT Strategy - Actions completed on time	%	90	91	90	90	90
ICT Strategic Delivery - Data Centre Reform - Total kW of load purchased by agencies in the new government data centres	kW	687	857	2,426	2,446	2,839
Government licences administered through Government Licensing Services	mill	8.1	8.9	9.0	9.8	10.2
<b>Employees:</b> <sup>(a)</sup>	FTE	58	97	112	146	197

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000

#### Financial indicators:

Total Expenses Excluding Losses	21,489	61,015	68,817
Total expenses include the following:			
Employee related	16,268	23,320	33,285
Other operating expenses	4,921	31,297	28,823
Grants and subsidies	127	2,796	2,295

Capital Expenditure	2,398	7,135	10,055
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(a) Employee numbers increased in 2014-15 due to the creation of the Service Innovation and Strategy Division. The increase in 2016-17 is due to the introduction of the new Data Analytics Centre and ICT Best Practice initiative.

## Government Services

**Service description:** This service group is responsible for shared services to NSW Government agencies in the areas of procurement, records management and business support services. In addition, this service group manages the outsourced providers for state fleet after the adoption of the new fleet management model.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Implementation of Procurement Reforms - Actions completed on time	%	93	97	90	96	96
Manage motor vehicle clearance rates at initial auction between 70 to 80 per cent	%	83	84	80	83	83
<b>Employees:</b>	FTE	598	548	575	263	192
				—————2015-16—————		
				Budget \$000	Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(a)</sup>				390,922	336,400	241,392
Total expenses include the following:						
Employee related				94,822	68,575	29,159
Other operating expenses				109,018	91,613	70,696
Grants and subsidies				3,256	403	19
Capital Expenditure				242,585	225,602	1,722

(a) Total expenses in 2016-17 Budget has decreased due to the outsourcing of ServiceFirst and StateFleet, and the transfer of the ICT data centre to the ICT Digital and Innovation service group.

## State Revenue

**Service description:** This service group covers revenue administration services, fines management, debt management, benefit administration services, and the provision of relevant information and education to ensure people are aware of their liabilities and entitlements. This service group also covers the implementation of targeted compliance programs to ensure tax is properly paid and all unpaid tax and fine liabilities are recovered.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Payments received electronically	%	90	91	90	96	90
Cost to collect \$100 tax	\$	0.48	0.47	0.49	0.45	0.49
Cost to administer \$100 fine	\$	9.42	10.97	10.00	8.51	10.00
Telephone calls answered within 3 minutes	%	33	54	77	77	70
First home buyers payments issued <10 days from receipt of a completed claim	%	93	68	90	88	90
Unclaimed money payments issued <15 days from receipt of a completed claim	%	46	33	85	60	85
<b>Employees:</b>	FTE	1,218	1,380	1,423	1,429	1,485

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses	296,130	496,449	587,890
Total expenses include the following:			
Employee related	147,068	147,992	159,384
Other operating expenses	43,396	43,366	36,967
Grants and subsidies <sup>(a)</sup>	89,314	289,226	374,690

Capital Expenditure	13,699	21,720	17,221
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(a) Increases in 2015-16 Revised and 2016-17 Budget are due to new expenditure to support the Payroll Tax Rebate Scheme under the Jobs Action Plan.

## Fair Trading

**Service description:** This service group covers fair trading policy development and regulatory review, provision of information to consumers and traders and enforcement of compliance with fair trading laws.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Complaints finalised within 30 days	%	91	95	85	85	85
Proportion of prosecutions successful	%	95	94	90	90	90
<b>Employees:</b>						
	FTE	798	817	800	778	685
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				127,193	133,830	124,294
Total expenses include the following:						
Employee related <sup>(a)</sup>				81,746	85,243	75,820
Other operating expenses				21,772	23,430	27,694
Grants and subsidies				15,025	14,841	14,278
Other expenses				4,563	4,563	2,648
<hr/>						
Capital Expenditure				10,961	4,811	7,921

(a) The decrease in 2016-17 Budget is due to the transfer of staff to the Better Regulation service group.

## Better Regulation

**Service description:** This service group covers the regulatory bodies for motor accidents, workers' compensation and home building compensation insurance and for workplace safety. This group also delivers a new regulatory operating model that will make it easier for businesses to interact with government, reduce duplication and provide high quality regulatory services that protects communities, workplaces and consumers.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Telephone enquiries answered within the guarantee of service <sup>(a)</sup>	%	89.0	96.0	90.0	90.0	90.0
Number of fatalities <sup>(b)</sup>	no.	63.0	n.a.	69.0	69.0	68.0
Rate of serious compensated claims <sup>(c)</sup>	no.	10.00	n.a.	11.92	11.92	11.51
<b>Employees:</b> <sup>(d)</sup>	FTE	N/A	N/A	N/A	486	855

		2015-16 Budget \$000	2015-16 Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>				
Total Expenses Excluding Losses	...		119,607	171,467
Total expenses include the following:				
Employee related	...		52,063	97,713
Other operating expenses	...		66,721	72,690

Capital Expenditure	...		2,255	9,638
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(a) This service measure was previously reported under the Fair Trading service group.

(b) Three-year rolling average. The Forecast represents the annual target based on a 20 per cent reduction (2021-22 national targets) for fatalities against the 2007-10 rolling average.

(c) Claims per 1,000 workers. The Forecast for serious compensated claims represents the annual target based on a 30 per cent reduction (2021-2022 national targets) against the 2009-10 result.

(d) The Better Regulation service group commenced in 2015-16. The increase in 2016-17 represents additional staff for the Commerce Regulator project.



## Public Works

**Service description:** This service group provides expert advice and professional services in the commissioning, design, and delivery of community infrastructure and environmental projects. It also supports local communities experiencing emergency or natural disaster through Engineering Emergency Management response and the Natural Disaster Relief Arrangement scheme.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Lost time injury frequency ratio <sup>(a)</sup>	no.	1.7	1.9	4.0	4.0	4.0
<b>Employees:</b>	FTE	947	889	928	660	539
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(b)</sup>				166,977	175,788	118,914
Total expenses include the following:						
Employee related				123,227	130,581	79,119
Other operating expenses				22,423	30,626	26,692
Grants and subsidies				7,103	8,074	6,570
Other expenses				6,947	3,649	3,222
Capital Expenditure				15,546	3,076	16,755

(a) This measures lost time injuries per million hours worked by private sector construction and maintenance firms operating on NSW Public Works managed building sites.

(b) Total expenses in the 2016-17 Budget have decreased due to reform and transformation of Public Works.

## Land and Property Information

**Service description:** This service group covers the provision of land titling, valuation, surveying, mapping and integrated spatial information services to the community, business and the Government. This group includes The Office of the Valuer General, who sets standards and policies for the land valuation system, monitors the quality of valuations provided to the community and regulates the professional valuation industry. The service group also includes the Office of the Registrar General with responsibility to oversee the operations of Titling and Registry Services and for legislative change and policy administration relating to the conveyancing industry.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Documents registered	thous	844	901	881	935	917
Plans registered	thous	9.9	10.8	11.0	11.3	11.3
Property information copies produced	thous	4,346	4,442	4,490	4,615	4,467
<b>Employees:</b>	FTE	901	916	943	885	987
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				185,401	186,480	216,810
Total expenses include the following:						
Employee related				110,239	102,932	120,718
Other operating expenses				53,584	61,466	74,959
Grants and subsidies				754	579	309
Capital Expenditure				21,000	23,776	26,855

## Personnel Services

**Service description:** This service group covers personnel services and grant funding to agencies within the Finance, Services and Innovation cluster.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees:</b>						
New South Wales Government						
Telecommunications Authority	FTE	26	26	54	54	63
Motor Accidents Authority of New South Wales <sup>(a)</sup>	FTE	89	86	110	N/A	N/A
WorkCover Authority <sup>(b)</sup>	FTE	1,059	1,055	1,228	N/A	N/A
Workers' Compensation (Dust Diseases) Authority <sup>(c)</sup>	FTE	38	36	43	N/A	N/A
Lifetime Care and Support Authority <sup>(c)</sup>	FTE	77	85	125	N/A	N/A
Workers' Compensation Commission	FTE	82	66	72	61	71
WorkCover Independent Review Officer	FTE	27	30	45	33	45
Building Insurers' Guarantee Corporation <sup>(c)</sup>	FTE	2	1	1	N/A	N/A
State Insurance Regulatory Authority <sup>(d)</sup>	FTE	N/A	N/A	N/A	527	435
Mine Subsidence Board	FTE	N/A	N/A	N/A	37	35
Government Property NSW	FTE	131	134	167	167	186
Teacher Housing Authority of New South Wales	FTE	23	22	23	19	19
State Records Authority of New South Wales	FTE	120	117	131	129	151
Waste Asset Management Corporation	FTE	37	31	35	34	32
Board of Surveying and Spatial Information	FTE	3	3	3	3	3
NSW Self Insurance Corporation <sup>(c)</sup>	FTE	42	40	47	N/A	N/A
Sydney Harbour Foreshore Authority	FTE	190	192	192	196	111
				2015-16		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				704,096	615,877	806,580
Total expenses include the following:						
Employee related				295,691	191,652	164,125
Grants and subsidies				408,405	424,225	642,455

(a) The Motor Accidents Authority was abolished on 1 September 2015 as part of the Government's structural and governance reforms, with employee numbers now being reported under the State Insurance Regulatory Authority.

(b) The WorkCover Authority was abolished on 1 September 2015 as part of the Government's structural and governance reforms, with employee numbers associated with the regulatory functions now being reported under the State Insurance Regulatory Authority and the Department of Finance, Services and Innovation. Employees associated with operational functions of the abolished Authority were transferred to Insurance and Care NSW.

(c) Employees reported for these entities were transferred to Insurance and Care NSW.

(d) The State Insurance Regulatory Authority commenced operations on 1 September 2015, as part of the Government's structural and governance reforms, to undertake the non-work, health and safety-related regulatory functions of the WorkCover Authority and all functions of the Motor Accidents Authority.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	869,061	802,358	759,323
Other operating expenses	255,114	348,519	338,521
Depreciation and amortisation	199,411	193,085	161,707
Grants and subsidies	523,984	740,144	1,040,616
Finance costs	33,128	33,128	30,127
Other expenses	11,510	8,212	5,870
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,892,208</b>	<b>2,125,446</b>	<b>2,336,164</b>
<b>Revenue</b>			
Appropriation	844,336	958,739	1,463,763
Transfers to the Crown Entity	(60,635)	(66,030)	(113,561)
Sales of goods and services	969,407	886,544	765,270
Investment revenue	7,596	5,326	5,533
Retained taxes, fees and fines	67,084	162,532	195,106
Grants and contributions	22,487	43,903	14,467
Acceptance by Crown Entity of employee benefits and other liabilities	11,063	16,531	15,724
Other revenue	8,068	8,827	1,754
<b>Total Revenue</b>	<b>1,869,406</b>	<b>2,016,372</b>	<b>2,348,056</b>
Gain/(loss) on disposal of non current assets	6,656	9,224	5,028
Other gains/(losses)	...	(11,553)	(1,208)
<b>Net Result</b>	<b>(16,146)</b>	<b>(111,403)</b>	<b>15,712</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	386,137	375,623	387,309
Receivables	333,377	300,234	211,522
Inventories	4,626	4,626	4,741
Other	50,032	50,032	51,283
<b>Total Current Assets</b>	<b>774,172</b>	<b>730,515</b>	<b>654,855</b>
<b>Non Current Assets</b>			
Receivables	2,558	501	268
Other financial assets	9,633	9,633	9,633
Inventories	3,407	3,407	3,493
Property, plant and equipment -			
Land and building	105,835	116,764	117,342
Plant and equipment	586,684	594,798	406,316
Intangibles	141,557	154,009	186,110
<b>Total Non Current Assets</b>	<b>849,674</b>	<b>879,112</b>	<b>723,162</b>
<b>Total Assets</b>	<b>1,623,846</b>	<b>1,609,627</b>	<b>1,378,017</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	267,836	268,790	179,355
Borrowings at amortised cost	198,991	187,695	175,579
Provisions	289,493	281,543	335,699
Other	6,741	6,741	6,910
<b>Total Current Liabilities</b>	<b>763,061</b>	<b>744,769</b>	<b>697,543</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	323,978	349,615	159,695
Provisions	1,957	2,477	2,526
Other	734	977	752
<b>Total Non Current Liabilities</b>	<b>326,669</b>	<b>353,069</b>	<b>162,973</b>
<b>Total Liabilities</b>	<b>1,089,730</b>	<b>1,097,838</b>	<b>860,516</b>
<b>Net Assets</b>	<b>534,116</b>	<b>511,789</b>	<b>517,501</b>
<b>Equity</b>			
Reserves	6,154	20,663	20,663
Accumulated funds	527,962	491,126	496,838
<b>Total Equity</b>	<b>534,116</b>	<b>511,789</b>	<b>517,501</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	824,229	792,799	737,734
Grants and subsidies	523,984	740,144	1,040,616
Finance costs	33,128	33,128	30,127
Other	525,612	606,760	698,845
<b>Total Payments</b>	<b>1,906,953</b>	<b>2,172,831</b>	<b>2,507,322</b>
<b>Receipts</b>			
Appropriation	844,336	958,739	1,463,763
Sale of goods and services	979,405	940,273	779,895
Interest received	7,496	5,184	5,430
Retained taxes, fees and fines	399	97,234	121,513
Grants and contributions	22,051	43,467	14,031
Cash transfers to the Crown Entity	(70,635)	(76,030)	(123,561)
Other	334,221	302,901	413,310
<b>Total Receipts</b>	<b>2,117,273</b>	<b>2,271,768</b>	<b>2,674,381</b>
<b>Net Cash Flows From Operating Activities</b>	<b>210,320</b>	<b>98,937</b>	<b>167,059</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	132,329	98,119	89,291
Purchases of property, plant and equipment	(256,292)	(237,468)	(25,479)
Other	(49,889)	(31,194)	(64,680)
<b>Net Cash Flows From Investing Activities</b>	<b>(173,852)</b>	<b>(170,543)</b>	<b>(868)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	205,664	205,664	...
Repayment of borrowings and advances	(222,813)	(209,348)	(202,036)
Other	(3,535)	(2,554)	47,531
<b>Net Cash Flows From Financing Activities</b>	<b>(20,684)</b>	<b>(6,238)</b>	<b>(154,505)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>15,784</b>	<b>(77,844)</b>	<b>11,686</b>
Opening Cash and Cash Equivalents	370,353	453,467	375,623
<b>Closing Cash and Cash Equivalents</b>	<b>386,137</b>	<b>375,623</b>	<b>387,309</b>
<b>Cash Flow Reconciliation</b>			
Net result	(16,146)	(111,403)	15,712
Non cash items added back	193,966	198,087	161,715
Change in operating assets and liabilities	32,500	12,253	(10,368)
<b>Net Cash Flows From Operating Activities</b>	<b>210,320</b>	<b>98,937</b>	<b>167,059</b>

# Service NSW

## Service Group Statements

### Service NSW

**Service description:** This service group delivers transactional services to customers across New South Wales through digital, phone and a network of one-stop shops and other points of presence.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Customer satisfaction (out of 5)	no.	4.9	4.9	4.0	4.8	4.8
Digital transactions (% of total transactions)	%	25	37	40	43	49
Transaction services offered	no.	800	800	800	860	880
Service centres opened	no.	18	18	27	27	15
Store-in-a-Store opened <sup>(a)</sup>	no.	n.a.	29	10	...	4
Digital Stores opened	no.	n.a.	6	12	13	8
Employee engagement <sup>(b)</sup>	%	84	n.a.	80	72	75
<b>Employees: <sup>(c)</sup></b>	FTE	676	1,364	1,807	1,695	1,796
				2015-16		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				312,562	324,147	328,394
Total expenses include the following:						
Employee related				125,641	131,565	160,075
Other operating expenses				52,408	79,399	103,365
Grants and subsidies				113,933	98,933	35,263
Capital Expenditure				97,506	123,089	86,408

(a) The initial phase of the Store-in-a-Store strategy was focused on rebranding 29 existing Roads and Maritime Services (RMS) council agents located in rural and regional New South Wales to service centres. In 2015-16, it was initially forecast to open another 10 council agents. However, with a review of the Rural and Regional Store-in-a-Store strategy, it is now planned to integrate four sites into the distribution network as Store-in-a-Store sites in 2016-17.

(b) 2014-15 data is not available as the survey is conducted every two years.

(c) Reduction in staff numbers in 2015-16 reflects revision to the physical site roll out program. The increase in FTEs in 2016-17 reflects the ongoing integration of motor registry sites into the Service NSW network. Note that FTEs do not include RMS registry employees assigned to Service NSW.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	125,641	131,565	160,075
Other operating expenses	52,408	79,399	103,365
Depreciation and amortisation	20,580	14,250	29,691
Grants and subsidies	113,933	98,933	35,263
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>312,562</b>	<b>324,147</b>	<b>328,394</b>
<b>Revenue</b>			
Sales of goods and services	28,036	24,424	38,500
Investment revenue	...	1,000	1,000
Grants and contributions	362,445	377,675	337,754
Acceptance by Crown Entity of employee benefits and other liabilities	523	2,018	4,191
Other revenue	...	12,412	6,406
<b>Total Revenue</b>	<b>391,004</b>	<b>417,529</b>	<b>387,851</b>
<b>Net Result</b>	<b>78,442</b>	<b>93,382</b>	<b>59,457</b>



## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	33,224	27,701	25,193
Receivables	4,883	15,676	9,851
<b>Total Current Assets</b>	<b>38,107</b>	<b>43,377</b>	<b>35,044</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	83,686	88,134	87,537
Intangibles	92,913	122,054	179,368
<b>Total Non Current Assets</b>	<b>176,599</b>	<b>210,188</b>	<b>266,905</b>
<b>Total Assets</b>	<b>214,706</b>	<b>253,565</b>	<b>301,949</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	25,612	45,229	35,278
Provisions	11,670	13,738	12,715
Other	...	620	...
<b>Total Current Liabilities</b>	<b>37,282</b>	<b>59,587</b>	<b>47,993</b>
<b>Non Current Liabilities</b>			
Provisions	4,955	3,773	4,294
<b>Total Non Current Liabilities</b>	<b>4,955</b>	<b>3,773</b>	<b>4,294</b>
<b>Total Liabilities</b>	<b>42,237</b>	<b>63,360</b>	<b>52,287</b>
<b>Net Assets</b>	<b>172,469</b>	<b>190,205</b>	<b>249,662</b>
<b>Equity</b>			
Accumulated funds	172,469	190,205	249,662
<b>Total Equity</b>	<b>172,469</b>	<b>190,205</b>	<b>249,662</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	120,820	125,249	154,340
Grants and subsidies	113,933	98,933	35,263
Other	86,374	94,905	140,572
<b>Total Payments</b>	<b>321,127</b>	<b>319,087</b>	<b>330,175</b>
<b>Receipts</b>			
Sale of goods and services	26,566	22,954	38,478
Interest received	...	1,000	1,000
Grants and contributions	362,445	377,675	337,754
Other	23,991	36,403	36,843
<b>Total Receipts</b>	<b>413,002</b>	<b>438,032</b>	<b>414,075</b>
<b>Net Cash Flows From Operating Activities</b>	<b>91,875</b>	<b>118,945</b>	<b>83,900</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(43,436)	(43,436)	(14,672)
Other	(54,070)	(79,653)	(71,736)
<b>Net Cash Flows From Investing Activities</b>	<b>(97,506)</b>	<b>(123,089)</b>	<b>(86,408)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(5,631)</b>	<b>(4,144)</b>	<b>(2,508)</b>
Opening Cash and Cash Equivalents	38,855	31,845	27,701
<b>Closing Cash and Cash Equivalents</b>	<b>33,224</b>	<b>27,701</b>	<b>25,193</b>
<b>Cash Flow Reconciliation</b>			
Net result	78,442	93,382	59,457
Non cash items added back	20,580	14,250	29,691
Change in operating assets and liabilities	(7,147)	11,313	(5,248)
<b>Net Cash Flows From Operating Activities</b>	<b>91,875</b>	<b>118,945</b>	<b>83,900</b>

# Building Insurers' Guarantee Corporation

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## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses - Other operating expenses	506	327	321
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>506</b>	<b>327</b>	<b>321</b>
<b>Revenue</b>			
Investment revenue	44	1,309	1,077
Other revenue	1,000	8,000	...
<b>Total Revenue</b>	<b>1,044</b>	<b>9,309</b>	<b>1,077</b>
<b>Net Result</b>	<b>538</b>	<b>8,982</b>	<b>756</b>

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## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,709	72,047	40,101
Receivables	12,961	380	380
<b>Total Current Assets</b>	<b>16,670</b>	<b>72,427</b>	<b>40,481</b>
<b>Non Current Assets</b>			
Receivables	16,432	...	...
<b>Total Non Current Assets</b>	<b>16,432</b>	<b>...</b>	<b>...</b>
<b>Total Assets</b>	<b>33,102</b>	<b>72,427</b>	<b>40,481</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	300	300	300
Other	12,581	15,886	6,720
<b>Total Current Liabilities</b>	<b>12,881</b>	<b>16,186</b>	<b>7,020</b>
<b>Non Current Liabilities</b>			
Other	16,431	28,897	5,361
<b>Total Non Current Liabilities</b>	<b>16,431</b>	<b>28,897</b>	<b>5,361</b>
<b>Total Liabilities</b>	<b>29,312</b>	<b>45,083</b>	<b>12,381</b>
<b>Net Assets</b>	<b>3,790</b>	<b>27,344</b>	<b>28,100</b>
<b>Equity</b>			
Accumulated funds	3,790	27,344	28,100
<b>Total Equity</b>	<b>3,790</b>	<b>27,344</b>	<b>28,100</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	20,054	(539)	33,023
<b>Total Payments</b>	<b>20,054</b>	<b>(539)</b>	<b>33,023</b>
<b>Receipts</b>			
Sale of goods and services	19,548	...	...
Interest received	44	1,672	1,077
Other	1,000	7,962	...
<b>Total Receipts</b>	<b>20,592</b>	<b>9,634</b>	<b>1,077</b>
<b>Net Cash Flows From Operating Activities</b>	<b>538</b>	<b>10,173</b>	<b>(31,946)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>538</b>	<b>10,173</b>	<b>(31,946)</b>
Opening Cash and Cash Equivalents	3,171	61,874	72,047
<b>Closing Cash and Cash Equivalents</b>	<b>3,709</b>	<b>72,047</b>	<b>40,101</b>
<b>Cash Flow Reconciliation</b>			
Net result	538	8,982	756
Change in operating assets and liabilities	...	1,191	(32,702)
<b>Net Cash Flows From Operating Activities</b>	<b>538</b>	<b>10,173</b>	<b>(31,946)</b>

# Government Property NSW

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	510,420	496,958	508,386
Depreciation and amortisation	14,875	12,905	15,047
Grants and subsidies	...	206,081	...
Finance costs	5,825	6,334	5,975
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>531,120</b>	<b>722,278</b>	<b>529,408</b>
<b>Revenue</b>			
Sales of goods and services	512,848	494,972	505,968
Investment revenue	6,260	6,285	5,865
Grants and contributions	26,241	26,241	171,760
Other revenue	550	550	550
<b>Total Revenue</b>	<b>545,899</b>	<b>528,048</b>	<b>684,143</b>
Gain/(loss) on disposal of non current assets	2,643	1,784	...
Other gains/(losses)	(300)	(1,369)	...
<b>Net Result</b>	<b>17,122</b>	<b>(193,815)</b>	<b>154,735</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	60,610	95,730	39,331
Receivables	55,366	71,680	70,465
Assets held for sale	...	30,400	30,400
<b>Total Current Assets</b>	<b>115,976</b>	<b>197,810</b>	<b>140,196</b>
<b>Non Current Assets</b>			
Receivables	246,112	217,044	214,702
Property, plant and equipment -			
Land and building	615,892	599,589	734,831
Plant and equipment	3,897	4,564	4,004
Intangibles	4,533	4,811	6,003
Other	6,400	6,450	7,000
<b>Total Non Current Assets</b>	<b>876,834</b>	<b>832,458</b>	<b>966,540</b>
<b>Total Assets</b>	<b>992,810</b>	<b>1,030,268</b>	<b>1,106,736</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	7,836	9,986	9,986
Borrowings at amortised cost	866	866	...
Provisions	53,207	107,881	38,114
Other	9,593	10,439	10,358
<b>Total Current Liabilities</b>	<b>71,502</b>	<b>129,172</b>	<b>58,458</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	34,398	34,398	34,398
Provisions	131,704	104,716	107,334
Other	51,420	65,595	59,470
<b>Total Non Current Liabilities</b>	<b>217,522</b>	<b>204,709</b>	<b>201,202</b>
<b>Total Liabilities</b>	<b>289,024</b>	<b>333,881</b>	<b>259,660</b>
<b>Net Assets</b>	<b>703,786</b>	<b>696,387</b>	<b>847,076</b>
<b>Equity</b>			
Reserves	74,953	162,320	162,320
Accumulated funds	628,833	534,067	684,756
<b>Total Equity</b>	<b>703,786</b>	<b>696,387</b>	<b>847,076</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	...	205,586	...
Finance costs	4,929	4,929	4,839
Other	538,124	493,701	576,671
<b>Total Payments</b>	<b>543,053</b>	<b>704,216</b>	<b>581,510</b>
<b>Receipts</b>			
Sale of goods and services	512,548	493,156	508,540
Interest received	6,418	7,785	6,297
Grants and contributions	26,241	26,241	171,760
Cash transfers to the Crown Entity	(181,007)	(78,463)	(4,046)
Other	(5,229)	(5,356)	(4,841)
<b>Total Receipts</b>	<b>358,971</b>	<b>443,363</b>	<b>677,710</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(184,082)</b>	<b>(260,853)</b>	<b>96,200</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	172,189	103,617	24,068
Purchases of property, plant and equipment	(17,383)	(6,904)	(172,510)
Advances made	(756)	(756)	(812)
Other	(3,190)	(3,975)	(2,479)
<b>Net Cash Flows From Investing Activities</b>	<b>150,860</b>	<b>91,982</b>	<b>(151,733)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(1,074)	(1,074)	(866)
<b>Net Cash Flows From Financing Activities</b>	<b>(1,074)</b>	<b>(1,074)</b>	<b>(866)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(34,296)</b>	<b>(169,945)</b>	<b>(56,399)</b>
Opening Cash and Cash Equivalents	94,906	265,675	95,730
<b>Closing Cash and Cash Equivalents</b>	<b>60,610</b>	<b>95,730</b>	<b>39,331</b>
<b>Cash Flow Reconciliation</b>			
Net result	17,122	(193,815)	154,735
Non cash items added back	14,325	14,219	14,497
Change in operating assets and liabilities	(215,529)	(81,257)	(73,032)
<b>Net Cash Flows From Operating Activities</b>	<b>(184,082)</b>	<b>(260,853)</b>	<b>96,200</b>



## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	1,125	769	761
Depreciation and amortisation	804	807	816
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,929</b>	<b>1,576</b>	<b>1,577</b>
<b>Revenue</b>			
Sales of goods and services	2,129	1,742	1,755
Investment revenue	78	78	100
<b>Total Revenue</b>	<b>2,207</b>	<b>1,820</b>	<b>1,855</b>
<b>Net Result</b>	<b>278</b>	<b>244</b>	<b>278</b>

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## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,178	4,144	5,238
Receivables	220	220	220
<b>Total Current Assets</b>	<b>4,398</b>	<b>4,364</b>	<b>5,458</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	31,034	31,217	30,707
Infrastructure systems	7,205	7,844	7,538
<b>Total Non Current Assets</b>	<b>38,239</b>	<b>39,061</b>	<b>38,245</b>
<b>Total Assets</b>	<b>42,637</b>	<b>43,425</b>	<b>43,703</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	164	164	164
<b>Total Current Liabilities</b>	<b>164</b>	<b>164</b>	<b>164</b>
<b>Total Liabilities</b>	<b>164</b>	<b>164</b>	<b>164</b>
<b>Net Assets</b>	<b>42,473</b>	<b>43,261</b>	<b>43,539</b>
<b>Equity</b>			
Reserves	33,447	34,272	34,272
Accumulated funds	9,026	8,989	9,267
<b>Total Equity</b>	<b>42,473</b>	<b>43,261</b>	<b>43,539</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	1,294	1,184	930
<b>Total Payments</b>	<b>1,294</b>	<b>1,184</b>	<b>930</b>
<b>Receipts</b>			
Sale of goods and services	2,129	1,742	1,755
Interest received	78	78	100
Other	169	566	169
<b>Total Receipts</b>	<b>2,376</b>	<b>2,386</b>	<b>2,024</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,082</b>	<b>1,202</b>	<b>1,094</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,082</b>	<b>1,202</b>	<b>1,094</b>
Opening Cash and Cash Equivalents	3,096	2,942	4,144
<b>Closing Cash and Cash Equivalents</b>	<b>4,178</b>	<b>4,144</b>	<b>5,238</b>
<b>Cash Flow Reconciliation</b>			
Net result	278	244	278
Non cash items added back	804	807	816
Change in operating assets and liabilities	...	151	...
<b>Net Cash Flows From Operating Activities</b>	<b>1,082</b>	<b>1,202</b>	<b>1,094</b>

Financial Statements

Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	499	211	...
Other operating expenses	41,246	6,504	...
Depreciation and amortisation	559	142	...
Grants and subsidies	6,000	328	...
Other expenses	160,808	25,703	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>209,112</b>	<b>32,888</b>	<b>...</b>
<b>Revenue</b>			
Investment revenue	1,171	188	...
Retained taxes, fees and fines	205,540	35,332	...
Other revenue	401	119	...
<b>Total Revenue</b>	<b>207,112</b>	<b>35,639</b>	<b>...</b>
<b>Net Result</b>	<b>(2,000)</b>	<b>2,751</b>	<b>...</b>

(a) The 2015-16 Revised estimates represent two months of the Motor Accidents Authority's operations prior to it being abolished on 1 September 2015. The Authority was abolished as part of the NSW Government's structural and governance reforms of insurance entities, which were constituted under the *State Insurance and Care Governance Act 2015*. The Authority's functions and budget were transferred to the newly established State Insurance Regulatory Authority (SIRA) effective from 1 September 2015. SIRA's Motor Accidents Division now performs the functions of the former Motor Accidents Authority.

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	34,456	...	...
Receivables	32,492	...	...
<b>Total Current Assets</b>	<b>66,948</b>	...	...
<b>Non Current Assets</b>			
Receivables	6,676	...	...
Property, plant and equipment - Plant and equipment	161	...	...
Intangibles	3,272	...	...
<b>Total Non Current Assets</b>	<b>10,109</b>	...	...
<b>Total Assets</b>	<b>77,057</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	13,604	...	...
Provisions	4,158	...	...
Other	17,659	...	...
<b>Total Current Liabilities</b>	<b>35,421</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	766	...	...
Other	58	...	...
<b>Total Non Current Liabilities</b>	<b>824</b>	...	...
<b>Total Liabilities</b>	<b>36,245</b>	...	...
<b>Net Assets</b>	<b>40,812</b>	...	...
<b>Equity</b>			
Accumulated funds	40,812	...	...
<b>Total Equity</b>	<b>40,812</b>	...	...

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	499	254	...
Grants and subsidies	6,000	328	...
Other	224,239	19,475	...
<b>Total Payments</b>	<b>230,738</b>	<b>20,057</b>	...
<b>Receipts</b>			
Sale of goods and services	4,988	(43)	...
Interest received	1,171	188	...
Retained taxes, fees and fines	205,540	54,860	...
Other	5,153	(9,113)	...
<b>Total Receipts</b>	<b>216,852</b>	<b>45,892</b>	...
<b>Net Cash Flows From Operating Activities</b>	<b>(13,886)</b>	<b>25,835</b>	...
<b>Cash Flows From Investing Activities</b>			
Other	(3,323)	(67,837)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(3,323)</b>	<b>(67,837)</b>	...
<b>Net Increase/(Decrease) in Cash</b>	<b>(17,209)</b>	<b>(42,002)</b>	...
Opening Cash and Cash Equivalents	51,665	42,002	...
<b>Closing Cash and Cash Equivalents</b>	<b>34,456</b>	...	...
<b>Cash Flow Reconciliation</b>			
Net result	(2,000)	2,751	...
Non cash items added back	559	142	...
Change in operating assets and liabilities	(12,445)	22,942	...
<b>Net Cash Flows From Operating Activities</b>	<b>(13,886)</b>	<b>25,835</b>	...

Financial Statements

Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	35,515	35,661	63,789
Depreciation and amortisation	7,128	6,695	10,838
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>42,643</b>	<b>42,356</b>	<b>74,627</b>
<b>Revenue</b>			
Sales of goods and services	40,407	39,629	40,984
Investment revenue	757	968	850
Grants and contributions	2,320	2,600	68,322
<b>Total Revenue</b>	<b>43,484</b>	<b>43,197</b>	<b>110,156</b>
<b>Net Result</b>	<b>841</b>	<b>841</b>	<b>35,529</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	34,882	45,758	29,808
Receivables	3,640	2,318	1,752
Inventories	435	382	401
<b>Total Current Assets</b>	<b>38,957</b>	<b>48,458</b>	<b>31,961</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	42,964	34,650	86,840
Intangibles	...	1,802	1,947
<b>Total Non Current Assets</b>	<b>42,964</b>	<b>36,452</b>	<b>88,787</b>
<b>Total Assets</b>	<b>81,921</b>	<b>84,910</b>	<b>120,748</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	9,800	9,510	9,819
<b>Total Current Liabilities</b>	<b>9,800</b>	<b>9,510</b>	<b>9,819</b>
<b>Non Current Liabilities</b>			
Provisions	...	2,851	2,851
<b>Total Non Current Liabilities</b>	<b>...</b>	<b>2,851</b>	<b>2,851</b>
<b>Total Liabilities</b>	<b>9,800</b>	<b>12,361</b>	<b>12,670</b>
<b>Net Assets</b>	<b>72,121</b>	<b>72,549</b>	<b>108,078</b>
<b>Equity</b>			
Accumulated funds	72,121	72,549	108,078
<b>Total Equity</b>	<b>72,121</b>	<b>72,549</b>	<b>108,078</b>



## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	33,973	28,060	63,525
<b>Total Payments</b>	<b>33,973</b>	<b>28,060</b>	<b>63,525</b>
<b>Receipts</b>			
Sale of goods and services	38,350	40,023	40,934
Interest received	757	968	850
Grants and contributions	2,320	2,600	68,322
Other	515	169	642
<b>Total Receipts</b>	<b>41,942</b>	<b>43,760</b>	<b>110,748</b>
<b>Net Cash Flows From Operating Activities</b>	<b>7,969</b>	<b>15,700</b>	<b>47,223</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(25,417)	(15,798)	(62,318)
Other	...	(1,059)	(855)
<b>Net Cash Flows From Investing Activities</b>	<b>(25,417)</b>	<b>(16,857)</b>	<b>(63,173)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(17,448)</b>	<b>(1,157)</b>	<b>(15,950)</b>
Opening Cash and Cash Equivalents	52,330	46,915	45,758
<b>Closing Cash and Cash Equivalents</b>	<b>34,882</b>	<b>45,758</b>	<b>29,808</b>
<b>Cash Flow Reconciliation</b>			
Net result	841	841	35,529
Non cash items added back	7,128	6,695	10,838
Change in operating assets and liabilities	...	8,164	856
<b>Net Cash Flows From Operating Activities</b>	<b>7,969</b>	<b>15,700</b>	<b>47,223</b>

## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	1,495,029	1,494,248	1,519,948
Depreciation and amortisation	1,485	867	889
Grants and subsidies	...	185,000	...
Finance costs	301,673	297,480	310,033
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,798,187</b>	<b>1,977,595</b>	<b>1,830,870</b>
<b>Revenue</b>			
Sales of goods and services	1,119,857	1,022,034	947,407
Investment revenue	540,716	320,598	560,342
Grants and contributions	10,000	105,000	...
Other revenue	10	75	...
<b>Total Revenue</b>	<b>1,670,583</b>	<b>1,447,707</b>	<b>1,507,749</b>
<b>Net Result</b>	<b>(127,604)</b>	<b>(529,888)</b>	<b>(323,121)</b>

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## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	194,983	170,845	151,983
Receivables	157,984	163,836	165,591
Other financial assets	...	7,943,122	7,946,234
Other	9,456	4,738	4,187
<b>Total Current Assets</b>	<b>362,423</b>	<b>8,282,541</b>	<b>8,267,995</b>
<b>Non Current Assets</b>			
Receivables	246,026	235,846	248,397
Other financial assets <sup>(a)</sup>	8,342,373	...	...
Property, plant and equipment - Plant and equipment	253	286	297
Intangibles	9,114	3,149	9,039
Other	12	...	...
<b>Total Non Current Assets</b>	<b>8,597,778</b>	<b>239,281</b>	<b>257,733</b>
<b>Total Assets</b>	<b>8,960,201</b>	<b>8,521,822</b>	<b>8,525,728</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	170,240	283,329	183,910
Provisions	1,029,874	986,557	1,026,888
Other	65,639	67,083	78,358
<b>Total Current Liabilities</b>	<b>1,265,753</b>	<b>1,336,969</b>	<b>1,289,156</b>
<b>Non Current Liabilities</b>			
Provisions	472,282	541,389	562,128
Other	6,258,747	5,855,840	6,209,941
<b>Total Non Current Liabilities</b>	<b>6,731,029</b>	<b>6,397,229</b>	<b>6,772,069</b>
<b>Total Liabilities</b>	<b>7,996,782</b>	<b>7,734,198</b>	<b>8,061,225</b>
<b>Net Assets</b>	<b>963,419</b>	<b>787,624</b>	<b>464,503</b>
<b>Equity</b>			
Accumulated funds	963,419	787,624	464,503
<b>Total Equity</b>	<b>963,419</b>	<b>787,624</b>	<b>464,503</b>

(a) The investments in T-Corp Hour Glass facilities are classified as current assets in 2015-16 Revised and 2016-17 Budget on the basis that a portion is realised within 12 months after the reporting period. This change reflects the liquid nature of these investment assets.

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	626,751	561,189	595,873
Grants and subsidies	...	185,000	...
Other	946,485	905,175	1,104,214
<b>Total Payments</b>	<b>1,573,236</b>	<b>1,651,364</b>	<b>1,700,087</b>
<b>Receipts</b>			
Sale of goods and services	1,130,192	998,420	958,682
Interest received	308,860	180,699	310,051
Grants and contributions	10,000	105,000	...
Other	179,066	202,732	172,103
<b>Total Receipts</b>	<b>1,628,118</b>	<b>1,486,851</b>	<b>1,440,836</b>
<b>Net Cash Flows From Operating Activities</b>	<b>54,882</b>	<b>(164,513)</b>	<b>(259,251)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	195,001	218,001	540,999
Purchases of property, plant and equipment	(110)	(110)	(110)
Purchases of investments	(296,140)	(164,229)	(293,820)
Other	(7,280)	(970)	(6,680)
<b>Net Cash Flows From Investing Activities</b>	<b>(108,529)</b>	<b>52,692</b>	<b>240,389</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(53,647)</b>	<b>(111,821)</b>	<b>(18,862)</b>
Opening Cash and Cash Equivalents	248,630	282,666	170,845
<b>Closing Cash and Cash Equivalents</b>	<b>194,983</b>	<b>170,845</b>	<b>151,983</b>
<b>Cash Flow Reconciliation</b>			
Net result	(127,604)	(529,888)	(323,121)
Non cash items added back	(230,371)	(139,032)	(249,402)
Change in operating assets and liabilities	412,857	504,407	313,272
<b>Net Cash Flows From Operating Activities</b>	<b>54,882</b>	<b>(164,513)</b>	<b>(259,251)</b>

# Rental Bond Board

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## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	26,750	28,821	27,358
Grants and subsidies	28,810	27,864	29,473
<b>Total Expenses Excluding Losses</b>	<b>55,560</b>	<b>56,685</b>	<b>56,831</b>
<b>Revenue</b>			
Investment revenue	57,900	58,327	58,300
<b>Total Revenue</b>	<b>57,900</b>	<b>58,327</b>	<b>58,300</b>
<b>Net Result</b>	<b>2,340</b>	<b>1,642</b>	<b>1,469</b>

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## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	60,944	61,256	62,725
Receivables	11,413	11,413	11,413
<b>Total Current Assets</b>	<b>72,357</b>	<b>72,669</b>	<b>74,138</b>
<b>Total Assets</b>	<b>72,357</b>	<b>72,669</b>	<b>74,138</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Other	4,490	4,490	4,490
<b>Total Current Liabilities</b>	<b>4,490</b>	<b>4,490</b>	<b>4,490</b>
<b>Total Liabilities</b>	<b>4,490</b>	<b>4,490</b>	<b>4,490</b>
<b>Net Assets</b>	<b>67,867</b>	<b>68,179</b>	<b>69,648</b>
<b>Equity</b>			
Accumulated funds	67,867	68,179	69,648
<b>Total Equity</b>	<b>67,867</b>	<b>68,179</b>	<b>69,648</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	28,810	27,864	29,473
Other	26,750	29,061	27,358
<b>Total Payments</b>	<b>55,560</b>	<b>56,925</b>	<b>56,831</b>
<b>Receipts</b>			
Interest received	57,900	65,958	58,300
Other	...	(6)	...
<b>Total Receipts</b>	<b>57,900</b>	<b>65,952</b>	<b>58,300</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,340</b>	<b>9,027</b>	<b>1,469</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>2,340</b>	<b>9,027</b>	<b>1,469</b>
Opening Cash and Cash Equivalents	58,604	52,229	61,256
<b>Closing Cash and Cash Equivalents</b>	<b>60,944</b>	<b>61,256</b>	<b>62,725</b>
<b>Cash Flow Reconciliation</b>			
Net result	2,340	1,642	1,469
Change in operating assets and liabilities	...	7,385	...
<b>Net Cash Flows From Operating Activities</b>	<b>2,340</b>	<b>9,027</b>	<b>1,469</b>

Financial Statements

Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	4,429	2,089
Other operating expenses	...	189,128	230,034
Depreciation and amortisation	...	1,830	2,877
Grants and subsidies	...	3,939	12,300
Other expenses	...	127,951	170,454
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	<b>327,277</b>	<b>417,754</b>
<b>Revenue</b>			
Sales of goods and services	...	1,239	2,606
Investment revenue	...	5,777	6,990
Retained taxes, fees and fines	...	267,527	375,235
Grants and contributions	...	...	365
Other revenue	...	57,079	31,317
<b>Total Revenue</b>	...	<b>331,622</b>	<b>416,513</b>
Other gains/(losses)	...	(260)	...
<b>Net Result</b>	...	<b>4,085</b>	<b>(1,241)</b>

(a) The 2015-16 Revised estimates represent 10 months of the State Insurance Regulatory Authority's operations following its creation on 1 September 2015. The Authority was created as part of the NSW Government's structural and governance reforms of insurance entities, which are constituted under the *State Insurance and Care Governance Act 2015*. The Authority has taken over all the functions and budget of the former Motor Accidents Authority, and the regulatory functions and related budget of the former WorkCover Authority. Both former entities were abolished on 1 September 2015.



## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	136,567	123,153
Receivables	...	29,692	29,692
Other financial assets	...	159,889	155,885
<b>Total Current Assets</b>	...	<b>326,148</b>	<b>308,730</b>
<b>Non Current Assets</b>			
Receivables	...	1	1
Property, plant and equipment - Land and building	...	...	8,240
Plant and equipment	...	1,776	4,177
Intangibles	...	642	1,279
<b>Total Non Current Assets</b>	...	<b>2,419</b>	<b>13,697</b>
<b>Total Assets</b>	...	<b>328,567</b>	<b>322,427</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	31,772	31,772
Provisions	...	28,303	28,020
Other	...	8,061	8,065
<b>Total Current Liabilities</b>	...	<b>68,136</b>	<b>67,857</b>
<b>Non Current Liabilities</b>			
Provisions	...	109,889	101,289
Other	...	89,613	93,593
<b>Total Non Current Liabilities</b>	...	<b>199,502</b>	<b>194,882</b>
<b>Total Liabilities</b>	...	<b>267,638</b>	<b>262,739</b>
<b>Net Assets</b>	...	<b>60,929</b>	<b>59,688</b>
<b>Equity</b>			
Accumulated funds	...	60,929	59,688
<b>Total Equity</b>	...	<b>60,929</b>	<b>59,688</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	18,757	3,489
Grants and subsidies	...	3,939	12,300
Other	...	330,116	403,987
<b>Total Payments</b>	...	<b>352,812</b>	<b>419,776</b>
<b>Receipts</b>			
Sale of goods and services	...	48,897	33,287
Interest received	...	4,150	5,155
Retained taxes, fees and fines	...	247,562	375,235
Grants and contributions	...	...	365
Other	...	55,510	636
<b>Total Receipts</b>	...	<b>356,119</b>	<b>414,678</b>
<b>Net Cash Flows From Operating Activities</b>	...	<b>3,307</b>	<b>(5,098)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	...	4,000	7,000
Purchases of property, plant and equipment	...	(71)	(13,155)
Purchases of investments	...	(532)	(1,161)
Other	...	129,863	(1,000)
<b>Net Cash Flows From Investing Activities</b>	...	<b>133,260</b>	<b>(8,316)</b>
<b>Net Increase/(Decrease) in Cash</b>	...	<b>136,567</b>	<b>(13,414)</b>
Opening Cash and Cash Equivalents	...	...	136,567
<b>Closing Cash and Cash Equivalents</b>	...	<b>136,567</b>	<b>123,153</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	4,085	(1,241)
Non cash items added back	...	463	1,042
Change in operating assets and liabilities	...	(1,241)	(4,899)
<b>Net Cash Flows From Operating Activities</b>	...	<b>3,307</b>	<b>(5,098)</b>

Financial Statements

Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	17,243	22,348	24,216
Depreciation and amortisation	3,192	3,346	3,858
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>20,435</b>	<b>25,694</b>	<b>28,074</b>
<b>Revenue</b>			
Sales of goods and services	15,458	18,959	17,816
Investment revenue	...	46	...
Grants and contributions	3,775	908	8,567
Other revenue	2,000	15,000	3,113
<b>Total Revenue</b>	<b>21,233</b>	<b>34,913</b>	<b>29,496</b>
Gain/(loss) on disposal of non current assets	...	(8)	...
<b>Net Result</b>	<b>798</b>	<b>9,211</b>	<b>1,422</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	14,885	14,126	9,491
Receivables	2,691	2,304	2,304
Inventories	27	31	30
<b>Total Current Assets</b>	<b>17,603</b>	<b>16,461</b>	<b>11,825</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	47,638	44,395	45,869
Plant and equipment	894,524	926,793	929,334
Intangibles	29	2,808	4,851
<b>Total Non Current Assets</b>	<b>942,191</b>	<b>973,996</b>	<b>980,054</b>
<b>Total Assets</b>	<b>959,794</b>	<b>990,457</b>	<b>991,879</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,643	6,254	6,254
<b>Total Current Liabilities</b>	<b>5,643</b>	<b>6,254</b>	<b>6,254</b>
<b>Non Current Liabilities</b>			
Other	91	96	96
<b>Total Non Current Liabilities</b>	<b>91</b>	<b>96</b>	<b>96</b>
<b>Total Liabilities</b>	<b>5,734</b>	<b>6,350</b>	<b>6,350</b>
<b>Net Assets</b>	<b>954,060</b>	<b>984,107</b>	<b>985,529</b>
<b>Equity</b>			
Reserves	848,643	849,643	849,643
Accumulated funds	105,417	134,464	135,886
<b>Total Equity</b>	<b>954,060</b>	<b>984,107</b>	<b>985,529</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	17,414	22,232	24,598
<b>Total Payments</b>	<b>17,414</b>	<b>22,232</b>	<b>24,598</b>
<b>Receipts</b>			
Sale of goods and services	15,458	18,788	17,816
Interest received	...	46	...
Grants and contributions	3,775	908	8,567
Other	383	383	383
<b>Total Receipts</b>	<b>19,616</b>	<b>20,125</b>	<b>26,766</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,202</b>	<b>(2,107)</b>	<b>2,168</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	9,500	9,500	...
Purchases of property, plant and equipment	(6,609)	(1,343)	(4,731)
Other	(25)	(2,540)	(2,072)
<b>Net Cash Flows From Investing Activities</b>	<b>2,866</b>	<b>5,617</b>	<b>(6,803)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>5,068</b>	<b>3,510</b>	<b>(4,635)</b>
Opening Cash and Cash Equivalents	9,817	10,616	14,126
<b>Closing Cash and Cash Equivalents</b>	<b>14,885</b>	<b>14,126</b>	<b>9,491</b>
<b>Cash Flow Reconciliation</b>			
Net result	798	9,211	1,422
Non cash items added back	1,192	(11,654)	745
Change in operating assets and liabilities	212	336	1
<b>Net Cash Flows From Operating Activities</b>	<b>2,202</b>	<b>(2,107)</b>	<b>2,168</b>

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	2,335	1,552	...
Other operating expenses	364,154	52,494	...
Depreciation and amortisation	2,555	410	...
Grants and subsidies	6,300	463	...
Finance costs	...	567	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>375,344</b>	<b>55,486</b>	...
<b>Revenue</b>			
Sales of goods and services	24,372	5,247	...
Investment revenue	12,393	2,423	...
Retained taxes, fees and fines	319,866	44,747	...
Grants and contributions	10,700	236	...
Other revenue	10,104	2,989	...
<b>Total Revenue</b>	<b>377,435</b>	<b>55,642</b>	...
Gain/(loss) on disposal of non current assets	...	4	...
Other gains/(losses)	(2,091)	(100)	...
<b>Net Result</b>	...	<b>60</b>	...

(a) The 2015-16 Revised estimates represent two months of the WorkCover Authority's operations prior to it being abolished on 1 September 2015. The Authority was abolished as part of the NSW Government's structural and governance reforms of insurance entities, which were constituted under the *State Insurance and Care Governance Act 2015*. The Authority's functions and budget were transferred predominantly to the two newly established entities Insurance and Care NSW and State Insurance Regulatory Authority and to SafeWork NSW (within the Department of Finance, Services and Innovation), effective from 1 September 2015.

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	122,082	...	...
Receivables	20,066	...	...
<b>Total Current Assets</b>	<b>142,148</b>	...	...
<b>Non Current Assets</b>			
Receivables	27,362	...	...
Other financial assets	166,139	...	...
Property, plant and equipment -			
Land and building	13,602	...	...
Plant and equipment	16,488	...	...
Intangibles	5,837	...	...
<b>Total Non Current Assets</b>	<b>229,428</b>	...	...
<b>Total Assets</b>	<b>371,576</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	15,680	...	...
Provisions	49,514	...	...
Other	18,469	...	...
<b>Total Current Liabilities</b>	<b>83,663</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	146,804	...	...
Other	102,872	...	...
<b>Total Non Current Liabilities</b>	<b>249,676</b>	...	...
<b>Total Liabilities</b>	<b>333,339</b>	...	...
<b>Net Assets</b>	<b>38,237</b>	...	...
<b>Equity</b>			
Reserves	14,507	...	...
Accumulated funds	23,730	...	...
<b>Total Equity</b>	<b>38,237</b>	...	...

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,945	(116,593)	...
Grants and subsidies	6,300	463	...
Other	474,427	171,821	...
<b>Total Payments</b>	<b>482,672</b>	<b>55,691</b>	<b>...</b>
<b>Receipts</b>			
Sale of goods and services	155,461	37,339	...
Interest received	6,632	839	...
Retained taxes, fees and fines	311,717	44,277	...
Grants and contributions	10,700	236	...
Other	7,560	(27,493)	...
<b>Total Receipts</b>	<b>492,070</b>	<b>55,198</b>	<b>...</b>
<b>Net Cash Flows From Operating Activities</b>	<b>9,398</b>	<b>(493)</b>	<b>...</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	4	...
Proceeds from sale of investments	9,421	...	...
Purchases of property, plant and equipment	(13,192)	(309)	...
Purchases of investments	(3,752)	(4,869)	...
Other	(1,808)	(106,940)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(9,331)</b>	<b>(112,114)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>67</b>	<b>(112,607)</b>	<b>...</b>
Opening Cash and Cash Equivalents	122,015	112,607	...
<b>Closing Cash and Cash Equivalents</b>	<b>122,082</b>	<b>...</b>	<b>...</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	60	...
Non cash items added back	(3,206)	(1,174)	...
Change in operating assets and liabilities	12,604	621	...
<b>Net Cash Flows From Operating Activities</b>	<b>9,398</b>	<b>(493)</b>	<b>...</b>



# Workers' Compensation (Dust Diseases) Authority <sup>(a)</sup>

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	110	125	...
Other operating expenses	9,846	(1,899)	9,915
Depreciation and amortisation	327	249	237
Grants and subsidies	7,058	5,984	5,980
Finance costs	50,900	35,160	34,280
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>68,241</b>	<b>39,619</b>	<b>50,412</b>
<b>Revenue</b>			
Sales of goods and services	480	480	480
Investment revenue	67,824	42,657	54,853
Retained taxes, fees and fines	(1,340)	(3,063)	(6,371)
Other revenue	1,527	1,500	1,700
<b>Total Revenue</b>	<b>68,491</b>	<b>41,574</b>	<b>50,662</b>
Other gains/(losses)	(250)	(1,955)	(250)
<b>Net Result</b>	<b>...</b>	<b>...</b>	<b>...</b>

(a) From 1 September 2015, the Workers' Compensation (Dust Diseases) Board changed name to the Workers' Compensation (Dust Diseases) Authority.

**Balance Sheet**

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	66,867	55,515	58,449
Receivables	109,686	95,979	95,979
Other financial assets	4,500	1,008,703	1,064,167
<b>Total Current Assets</b>	<b>181,053</b>	<b>1,160,197</b>	<b>1,218,595</b>
<b>Non Current Assets</b>			
Receivables	690,581	630,736	504,860
Other financial assets	1,089,524	...	...
Property, plant and equipment -			
Land and building	4,091	4,133	3,966
Plant and equipment	239	329	299
<b>Total Non Current Assets</b>	<b>1,784,435</b>	<b>635,198</b>	<b>509,125</b>
<b>Total Assets</b>	<b>1,965,488</b>	<b>1,795,395</b>	<b>1,727,720</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	7,367	15,624	15,749
Provisions	103,873	101,300	100,300
<b>Total Current Liabilities</b>	<b>111,240</b>	<b>116,924</b>	<b>116,049</b>
<b>Non Current Liabilities</b>			
Provisions	1,850,386	1,668,902	1,602,102
Other	900	...	...
<b>Total Non Current Liabilities</b>	<b>1,851,286</b>	<b>1,668,902</b>	<b>1,602,102</b>
<b>Total Liabilities</b>	<b>1,962,526</b>	<b>1,785,826</b>	<b>1,718,151</b>
<b>Net Assets</b>	<b>2,962</b>	<b>9,569</b>	<b>9,569</b>
<b>Equity</b>			
Reserves	1,239	1,265	1,265
Accumulated funds	1,723	8,304	8,304
<b>Total Equity</b>	<b>2,962</b>	<b>9,569</b>	<b>9,569</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	(743)	144	...
Grants and subsidies	7,058	5,984	5,980
Other	114,182	109,987	111,870
<b>Total Payments</b>	<b>120,497</b>	<b>116,115</b>	<b>117,850</b>
<b>Receipts</b>			
Sale of goods and services	480	480	480
Interest received	18,559	39,471	50,754
Retained taxes, fees and fines	105,144	106,850	119,505
Other	1,803	1,250	1,450
<b>Total Receipts</b>	<b>125,986</b>	<b>148,051</b>	<b>172,189</b>
<b>Net Cash Flows From Operating Activities</b>	<b>5,489</b>	<b>31,936</b>	<b>54,339</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	15,049	...	...
Purchases of property, plant and equipment	(40)	(40)	(40)
Purchases of investments	(17,880)	(42,997)	(51,365)
<b>Net Cash Flows From Investing Activities</b>	<b>(2,871)</b>	<b>(43,037)</b>	<b>(51,405)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>2,618</b>	<b>(11,101)</b>	<b>2,934</b>
Opening Cash and Cash Equivalents	64,249	66,616	55,515
<b>Closing Cash and Cash Equivalents</b>	<b>66,867</b>	<b>55,515</b>	<b>58,449</b>
<b>Cash Flow Reconciliation</b>			
Non cash items added back	(48,938)	(1,232)	(3,862)
Change in operating assets and liabilities	54,427	33,168	58,201
<b>Net Cash Flows From Operating Activities</b>	<b>5,489</b>	<b>31,936</b>	<b>54,339</b>

## 5. HEALTH CLUSTER

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>Ministry of Health</b>						
Service Group						
Population Health Services .....	535.5	565.8	5.6	15.0	27.4	83.5
Primary and Community Based Services .....	902.6	920.4	2.0	78.7	69.1	(12.3)
Aboriginal Health Services .....	84.2	84.0	(0.3)	15.2	23.8	56.8
Outpatient Services .....	2,779.8	2,930.7	5.4	219.1	196.7	(10.2)
Emergency Services .....	2,598.0	2,725.7	4.9	227.8	324.8	42.6
Inpatient Hospital Services .....	8,668.5	9,183.9	5.9	438.2	548.2	25.1
Mental Health Services .....	1,718.3	1,824.3	6.2	63.9	63.6	(0.4)
Rehabilitation and Extended Care Services .....	1,598.6	1,657.6	3.7	74.4	104.0	39.9
Teaching and Research <sup>(a)</sup> .....	763.2	753.1	(1.3)	115.6	99.6	(13.9)
Specialist Domestic and Family Violence and Sexual Assault Services and Women's Policy ...	8.9	83.1	832.4	...	...	...
Cluster Grant Funding .....	22.8	23.7	3.8	...	...	...
<b>Total</b>	<b>19,680.5</b>	<b>20,752.1</b>	<b>5.4</b>	<b>1,247.7</b>	<b>1,457.3</b>	<b>16.8</b>
<i>Total excluding the impact of Hepatitis C drug provision and increase to Domestic and Family Violence grant funding <sup>(b)</sup></i>	<i>19,578.7</i>	<i>20,550.4</i>	<i>5.0</i>			
<b>Health Care Complaints Commission</b>						
Service Group						
Complaints Handling .....	13.3	13.9	4.5	0.1	0.1	...
<b>Total</b>	<b>13.3</b>	<b>13.9</b>	<b>4.5</b>	<b>0.1</b>	<b>0.1</b>	<b>...</b>
<b>Mental Health Commission of New South Wales</b>						
Service Group						
Mental Health Commission .....	10.4	10.7	2.5	0.0	0.0	...
<b>Total</b>	<b>10.4</b>	<b>10.7</b>	<b>2.5</b>	<b>0.0</b>	<b>0.0</b>	<b>...</b>

(a) Excluding one-off research grants to the Victor Chang Institute (\$25 million) and to the University of Newcastle (\$20 million) as the State's contribution to the establishment of the Central Coast Clinical School in 2015-16, the budget increase in 2016-17 for Teaching and Research is 4.9 per cent.

(b) From 1 March 2016, the Australian Government made a number of new treatments for chronic Hepatitis C available under the Pharmaceutical Benefits Scheme. Provision of these drugs in public hospitals incurs a cost within the Health budget which is fully recoverable from the Australian Government under the S100 Highly Specialised Drugs arrangements. This will result in a significantly higher expense growth over the next 18-24 months as Hepatitis C sufferers receive treatment.

The NSW Government has introduced a range of initiatives to counter domestic and family violence. These will be undertaken by clusters including Health, Justice and Family and Community Services.

If the impact of Hepatitis C drug provision and Domestic and Family Violence grants is excluded, NSW Health's 2016-17 Budget would have grown by 5.0 per cent over the prior year's revised expense budget.

## Introduction

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The Health cluster works to protect, maintain and improve the health and wellbeing of the residents of New South Wales.

The Health cluster is the lead cluster delivering the Premier's and State Priorities to:

- attend to 81 per cent of patients through emergency departments within four hours
- reduce overweight and obesity rates of children by 5 per cent over ten years
- increase on-time admissions for planned surgery, in accordance with medical advice.

The cluster also supports the Premier's Priority to address and reduce domestic and family violence re-offending.

Responsibilities of the cluster include:

- providing health care services to patients in hospitals and the community, as well as via affiliated health and other non-government organisations
- promoting wellness and preventing illness
- developing health care policy and planning
- regulating public and private health care activities
- managing, monitoring and reporting on health system performance
- undertaking and funding medical research
- building healthy communities by working with other parts of the Government
- coordinating whole-of-government effort to prevent domestic violence and sexual assault.

The Health cluster comprises organisations collectively forming NSW Health, including the NSW Ministry of Health (includes Women NSW), 15 Local Health Districts, three Specialty Health Networks, Ambulance Service of NSW, eHealth NSW, HealthShare NSW, Health Infrastructure, NSW Health Pathology, five Pillars [Agency for Clinical Innovation, Clinical Excellence Commission, Health Education and Training Institute, Bureau of Health Information and Cancer Institute (NSW)], the Health Care Complaints Commission and the Mental Health Commission.

## Services

NSW Health is the lead agency for achieving the following key state priorities:

- improving service levels in hospitals (Premier's Priority)
- tackling childhood obesity (Premier's Priority)
- cutting wait times for planned surgeries.

Additionally, the Health cluster contributes to the delivery of other Premier's Priorities, such as building infrastructure and reducing domestic violence re-offending; and State Priorities, including transitioning to the National Disability Insurance Scheme. The Health cluster's key services are:

- promoting and regulating public health
- providing preventive health services
- delivering services in community health centres and outpatient clinics and through Hospital in the Home
- providing services to people with chronic illness to avoid unnecessary hospitalisation
- providing health services to Aboriginal people

- providing emergency medical retrieval, transport and treatment
- providing health care to patients admitted to hospitals
- providing mental health rehabilitation and community based care services
- regulating private health care facilities and the supply and administration of poisons and therapeutic goods
- supporting training of health professionals
- building research capacity
- developing policy and working with other government agencies, businesses and the community on projects that benefit women.

## 2016-17 Budget Highlights

In 2016-17, the adjusted total expense budget for specific health programs is \$20.6 billion, a \$972 million or 5 per cent increase over the comparable 2015-16 revised budget. This includes:

- \$9.2 billion for inpatient hospital services
- \$2.8 billion for outpatients (excludes Hepatitis C drugs issued by public hospitals)
- \$2.7 billion for emergency care
- \$1.8 billion for mental health services
- \$1.7 billion for rehabilitation and extended care
- \$1.5 billion for population health and primary and community based services.

In addition to this expenditure on specific Health programs, a further \$118 million expense will also be incurred in 2016-17 to provide new drug treatments for chronic Hepatitis C, the drug cost being recoverable from the Australian Government. \$83 million in 2016-17 will also be provided for initiatives to deliver specialist domestic and family violence and sexual assault services, as well as advancing women's equality and economic opportunities through women's policy.

## Improving service levels in hospitals and cutting wait times for planned surgeries

In 2016-17, an extra \$375 million is being invested to meet increased patient demand for hospital and emergency department services as part of the 2015 election commitment and the Premier's Priority of improving service levels in public hospitals, including:

- an estimated 3.3 per cent (43,200) increase in acute inpatient separations, including additional elective surgery for 4,500 more patients
- an estimated 2.9 per cent (79,000) increase in emergency department attendances
- \$40 million of this additional investment is being specifically applied to increase service capacity following redevelopment of Tamworth, Wagga Wagga Base, Campbelltown and Dubbo Hospitals, and the staged increase in services within the additional built capacity at Byron District Hospital and South East Regional Hospital.

## Building Health Infrastructure

The Budget invests almost \$1.6 billion, including \$128 million from the Ministry's expense budget, on Health's capital program in 2016-17 for new facilities, upgrades and redevelopments across the state. This includes:

- commencing work at Tweed, Port Macquarie and Singleton Hospitals; new Royal Prince Alfred, Blacktown and Gosford Hospital Car Parks, and the Forensic Pathology and Coroner's Court
- starting new stages of redevelopments at Dubbo Hospital and John Hunter Neonatal Intensive Care Unit

- planning for the future upgrades of the Coffs Harbour, Concord, Inverell, Hornsby, Mudgee, Campbelltown and Nepean hospitals
- investing in Information Technology to deliver improved digital infrastructure across the State.

### **Increasing our frontline staff**

An estimated 900 additional nurses, doctors, allied health and other hospital support staff will be engaged to support the increased patient activity in 2016-17. A further \$12 million is being invested for the second year of the Government's commitment to employ 360 new specialised nursing, midwifery and support positions, and to provide extra training positions for medical, allied and oral health. New specific workforce positions include:

- \$9.8 million to recruit an additional 65 specialist nurses/midwives and 30 Clinical Support Officers
- \$2.3 million to provide an extra five rural generalist training and 15 medical specialist training positions, as well as extra medical, allied health and oral health scholarships and traineeships.

### **Delivering better services by the Ambulance Service of NSW**

Key initiatives include:

- \$17 million in 2016-17 towards an enhanced new Helicopter Retrieval Network commencing from 10 January 2017 that will provide doctors on every flight from bases operating 24/7 at Newcastle, Tamworth, Orange, Wollongong, Canberra, Lismore and Bankstown and provide a fleet of 12 new helicopters. This will allow aircraft to respond to emergencies up to 30 minutes faster
- \$12.8 million to employ 85 additional paramedics to manage growth in road patient transport services across metropolitan and regional stations
- \$5.1 million to accelerate the final phase of recruiting 35 specialist paramedics. This will achieve the Government's commitment to employ these rapid responders some two years ahead of schedule.

### **Providing a safe working environment in our hospitals**

Key new initiatives include:

- \$2.5 million to recruit and train additional security staff during 2016-17 for public hospitals and health facilities across New South Wales
- \$1.5 million to build a stronger work, health and safety culture throughout NSW Health and deliver an intensive program of multi-disciplinary training to staff who work in emergency departments to develop skills in managing disturbed and aggressive behaviour
- \$600,000 to provide existing hospital security staff with skills training specific to the Health environment.

### **Investing in Mental Health Services**

As part of the \$1.8 billion expenditure on mental health services in 2016-17, key initiatives include:

- \$40 million to progress implementation of Living Well: A Strategic Plan for Mental Health Reform in NSW 2014-2024
- \$32 million for delivering increased admitted and non-admitted mental health patient services across New South Wales
- \$8 million over four years for new non-government led initiatives to prevent suicide in our community.

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## Tackling childhood obesity

The Government, as part of the Premier's Priority to reduce overweight and obesity rates of children by 5 per cent over ten years, has allocated \$14 million in 2016-17 to tackling childhood obesity through supporting children and families to be healthy and active, including:

- \$7.0 million to continue and enhance successful programs in primary schools and early childhood services
- \$5.0 million for new programs for adolescents, increased support for parents and community based interventions
- \$2.0 million for a new focus on children and families as part of the Make Healthy Normal campaign.

## Delivering health care in the community

In 2016-17, \$20 million has been committed to further embed an integrated care approach, creating a sustainable and connected health system that continues to support the provision of health care in the community. This funding will support expanding successful integrated care initiatives already underway, and the development of the Health Care Homes initiative in partnership with Primary Health Networks.

## Addressing drug and alcohol treatment gaps

The Government will allocate \$197 million for drug and alcohol services and prevention and harm minimisation programs in 2016-17. This includes an additional \$8.0 million as part of a \$75 million investment over four years to:

- help young people by intervening early and addressing drug addiction
- provide additional supports for families, including treatment for pregnant women
- support more people into treatment and after care.

## Health services for Syrian refugee resettlement in New South Wales

The Budget includes an additional \$11 million in 2016-17 (\$32 million over four years) for health services to support the resettlement of additional refugees who are fleeing the humanitarian crisis in Syria and Iraq. These funds will support NSW Health to extend and expand specialised health services and increase capacity to support new refugees, including:

- refugee health nurse screening on arrival to identify and address immediate health needs, plus assessment and referral to primary and other specialist healthcare for follow-up care, and health care interpreting services at all health appointments
- age-appropriate specialised therapeutic interventions for psychological and emotional problems due to experiences of torture and other severe trauma
- refugee health nurse screening outreach at targeted primary and secondary schools, and early childhood clinics
- a full range of catch-up vaccinations and, where clinically indicated, a nine-month course of treatment for latent tuberculosis
- specialist refugee paediatric clinics with multidisciplinary teams at the Sydney Children's Hospital, Children's Hospital Westmead, John Hunter and Liverpool Hospitals.



## **Whole-of-Government Specialist Domestic and Family Violence**

The 2016-17 Budget supports the Premier's Priority to address and reduce domestic and family violence re-offending. The 2016-17 Budget doubles the investment in specialist domestic violence initiatives to over \$300 million over four years, up from \$148.5 million in the 2015-16 Budget.

Safer Pathway will be rolled out across New South Wales over four years, subject to the successful evaluation of pilot sites, which will be completed in 2017. The 2016-17 Budget allocates \$53 million over four years for a state-wide rollout with \$7.8 million for 2016-17 to roll out 19 new sites. \$13.3 million in new funding (\$4.3 million in 2016-17) has also been allocated for Victims Services to pilot improved responses for male victims.

A new \$20 million innovation fund will be created for prevention, early intervention and crisis responses. \$34 million over four years will be invested in the Women's Domestic Violence Court Advocacy Program (\$8.4 million in 2016-17), and an additional \$6.3 million over four years to meet unmet demand to respond to police referrals.

The Budget also allocates new investment to hold perpetrators to account and change behaviour, as well as capacity building and system performance monitoring and change management.

## **Complaints Handling**

The NSW Government continues to protect public health and safety through the independent Health Care Complaints Commission which resolves, investigates and prosecutes health care complaints. An additional \$568,000 in 2016-17 will be provided to employ five additional Commission staff to improve complaints handling.

# Ministry of Health

## Service Group Statements

### Population Health Services

**Service description:** This service group covers the provision of health services targeted at broad population groups including environmental health protection, food and poisons regulation and monitoring of communicable diseases.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Two-yearly participation rate of women within breast cancer screening target group: <sup>(a)</sup>						
(50-69 age group)	%	51.3	50.8	51.5	51.6	52.5
(70-74 age group)	%	32.3	44.5	47.0	47.3	50.0
Two-yearly participation rate of women within cervical cancer screening target group (20-69 age group) <sup>(b)</sup>						
	%	57.7	56.4	58.2	56.5	56.5
Needles and syringes distributed <sup>(c)</sup>						
	thous	12,277	12,707	14,495	13,469	14,277
<b>Employees:</b>						
	FTE	2,374	2,327	2,356	2,360	2,428
				2015-16		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000

### Financial indicators:

Total Expenses Excluding Losses				539,518	535,518	565,763
Total expenses include the following:						
Employee related				241,397	241,397	255,287
Other operating expenses				210,632	206,632	227,895
Grants and subsidies				74,626	74,626	69,317
<hr/>						
Capital Expenditure				15,356	14,951	27,442

(a) The 2014-15 Actual figure is less than the 2013-14 Actual figure due to population growth in the target age group exceeding the increase in screening activity (screening volumes) year-on-year.

(b) In 2014, the Australian Government announced changes under the cervical screening program that moved screening from being conducted biennially to five yearly, effective from 2017. Research conducted by the Cancer Institute NSW indicated that following the 2014 announcement, women were voluntarily delaying the biennial screens to align with a five year review program. This change is reflected in 2014-15 Actual being less than prior years and has a flow on effect into 2015-16 Revised when compared to the initial forecast.

(c) The variation between 2015-16 Forecast and revised reflects the decline in units of needles and syringes distributed by the pharmacy Needle and Syringe Program (NSP) Fitpack Scheme. This was partially offset by the public sector NSP increase over the same period.

## Primary and Community Based Services

**Service description:** This service group covers the provision of health services for persons attending community health centres or in the home, including health promotion activities, women's health, dental, drug and alcohol and HIV/AIDS services. Grants to non-government organisations are also included.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Dental health non-inpatient dental weighted activity units	thous	370	356	345	352	352
Home nursing occasions of service	thous	728	780	800	800	820
Opioid treatment clients <sup>(a)</sup>	no.	19,381	19,563	20,093	19,623	19,876
Withdrawal management (detoxification) people treated <sup>(b)</sup>	no.	9,830	9,779	9,830	9,834	9,869
Hospital in the Home episodes	no.	20,146	20,902	25,000	21,200	22,000
<b>Employees:</b>	FTE	5,779	5,693	5,764	5,777	5,784
				2015-16		2016-17
				Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(c)</sup>				903,966	902,595	920,361
Total expenses include the following:						
Employee related				528,261	528,713	542,534
Other operating expenses				228,211	226,388	228,306
Grants and subsidies				115,527	115,527	116,601
Capital Expenditure				80,857	78,726	69,071

(a) The 2013-14 Actual has been corrected from the previously reported value to reflect final data for that reporting year. The 2015-16 Forecast was an over estimation prepared prior to the availability of previous years' actual result.

(b) The 2014-15 Actual is less than the 2013-14 Actual due to some under-reporting of electronic data during the transition to the new Community Health & Outpatient Care program (CHOC) electronic medical record system.

(c) The 2015-16 Budget has been adjusted to allow the transfer of Women NSW core budget to the Specialist Domestic and Family Violence and Sexual Assault Services and Women's Policy service group.

## Aboriginal Health Services

**Service description:** This service group covers the provision of supplementary health services to Aboriginal people particularly in the areas of health promotion, health education and disease prevention. This program excludes most services for Aboriginal people provided directly by Local Health Districts and other general health services that are used by all members of the community.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Antenatal visits -						
confinements for Aboriginal						
women where first antenatal						
visit was before 14 weeks gestation <sup>(a)</sup>						
	%	50	54	52	55	56
<b>Employees:</b>	FTE	619	535	541	542	545
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(b)</sup>				84,183	84,183	83,964
Total expenses include the following:						
Employee related				43,603	43,603	45,138
Other operating expenses				15,635	15,635	15,255
Grants and subsidies				22,878	22,878	21,435
Capital Expenditure				15,575	15,165	23,777

(a) The perinatal data collection is reported on a calendar year basis.

(b) The Australian Government has advised that it will cease, from 1 July 2016, grant funding of \$2.3 million from the Indigenous Australians' Health Programme (IAHP) for blood borne viruses and transmissible infections activities, given the overlap with other state and territory responsibilities and programs. The 2016-17 Budget reflects this reduction in Australian Government grants. NSW Health is currently developing options to maintain service outcomes for Aboriginal people.

## Outpatient Services

**Service description:** This service group covers the provision of services in outpatient clinics including low level emergency care, diagnostic and pharmacy services and radiotherapy treatment.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Outpatient clinics occasions of service	thous	5,493	5,990	6,075	6,075	6,100
Diagnostics occasions of service	thous	3,831	3,880	3,900	3,900	3,920
<b>Employees:</b>	FTE	15,637	15,825	16,022	16,159	16,509
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				2,686,914	2,779,794	2,930,705
Total expenses include the following:						
Employee related				1,422,661	1,422,661	1,494,666
Other operating expenses <sup>(a)</sup>				927,311	1,020,191	1,088,092
Grants and subsidies				178,068	178,068	184,862
Other expenses				22,684	22,684	22,684
Capital Expenditure				224,983	219,057	196,719

(a) From 1 March 2016, the Australian Government made a number of new treatments for chronic Hepatitis C available under the Pharmaceutical Benefits Scheme. Provision of these drugs in public hospitals incurs a cost within the NSW Health budget which is fully recoverable from the Australian Government under the S100 Highly Specialised Drugs arrangements. This will result in significantly higher expense growth over the next 18-24 months as Hepatitis C sufferers receive treatment. Estimated expenses are \$93 million in 2015-16 and \$118 million in 2016-17.

## Emergency Services

**Service description:** This service group covers the provision of emergency road and air ambulance services and treatment of patients in emergency departments of public hospitals.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Attendances in emergency departments <sup>(a)</sup>	thous	2,656	2,693	2,800	2,745	2,824
Attendances admitted	thous	617	637	680	660	680
Emergency road transport cases <sup>(b)</sup>	thous	551	551	555	541	541
Emergency department weighted attendances <sup>(c)</sup>	thous	2,649	2,720	2,828	2,820	2,905
<b>Employees:</b>	FTE	13,634	13,785	13,956	14,122	14,358
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				2,598,035	2,598,035	2,725,677
Total expenses include the following:						
Employee related				1,721,722	1,721,722	1,789,386
Other operating expenses				705,208	705,208	756,167
Grants and subsidies				53,847	53,847	59,503
Other expenses				11,517	11,517	11,517
<hr/>						
Capital Expenditure				233,954	227,792	324,808

- (a) The 2015-16 Revised emergency department presentations are a result of integrated care strategies which support patients in the community based on their individual health needs, preventing unnecessary trips to the emergency department.
- (b) The number of emergency road transport cases is less than prior years given NSW ambulance strategies of providing patients with alternative referral pathways (e.g. GP after hours service).
- (c) Includes emergency departments with electronic data submission only.

## Inpatient Hospital Services

**Service description:** This service group covers the provision of health care to patients admitted to hospitals including elective surgery and maternity services.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Acute separations: <sup>(a)</sup>						
Same day	thous	379	396	408	401	415
Overnight	thous	885	894	927	909	938
Acute weighted separations:						
Same day	thous	176	184	196	186	190
Overnight	thous	1,473	1,517	1,650	1,540	1,570
Average length of stay for						
overnight separations	days	4.6	4.6	4.6	4.6	4.6
Total bed days for acute patients	thous	4,440	4,503	4,620	4,500	4,536
<b>Employees:</b>	FTE	45,095	46,840	47,422	47,954	49,105
				-----2015-16-----		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				8,745,056	8,668,511	9,183,925
Total expenses include the following:						
Employee related				5,335,922	5,335,922	5,619,021
Other operating expenses				2,387,817	2,343,310	2,532,488
Grants and subsidies				431,456	418,804	441,136
Other expenses				231,522	231,522	236,522
Capital Expenditure				450,018	438,166	548,191

(a) Revised 2015-16 acute separations are lower as a result of integrated care strategies which support patients in the community based on their individual health needs, preventing unnecessary admissions to hospital.

## Mental Health Services

**Service description:** This service group covers the provision of an integrated and comprehensive network of services by Local Health Districts and community based organisations for people seriously affected by mental illnesses and mental health problems. It also covers the development of preventative programs that meet the needs of specific client groups.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Acute mental health service overnight separations	no.	32,722	34,129	33,435	34,304	34,994
Non-acute mental health inpatient days <sup>(a)</sup>	thous	281	303	290	307	302
<b>Employees:</b>	FTE	12,488	12,542	12,698	12,850	13,055
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				1,729,261	1,718,320	1,824,265
Total expenses include the following:						
Employee related				1,188,493	1,188,493	1,236,663
Other operating expenses				351,354	340,854	367,134
Grants and subsidies				99,053	98,612	127,876
Capital Expenditure				65,634	63,904	63,644

(a) The 2015-16 Forecast did not fully reflect the impact of new non-acute facilities becoming operational during 2015, which had an impact on the Revised activity for 2015-16. The full impact of facilities established in 2015 is projected in the 2015-16 Revised estimates. In 2016-17, some existing non-acute capacity is being re-classified to an acute type care, transferring from mental health non-acute to acute overnight separations.



## Rehabilitation and Extended Care Services

**Service description:** This service group covers the provision of appropriate health care services for persons with long-term physical and psycho-physical disabilities and for the frail and aged. It also includes the coordination of the Ministry's services for the aged and disabled with those provided by other agencies and individuals.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Total separations to usual place of residence	no.	40,825	41,598	43,500	43,500	45,000
Total non-inpatient occasions of service	thous	2,991	3,050	3,150	3,150	3,200
<b>Employees:</b>	FTE	11,074	11,137	11,275	11,346	11,488
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				1,598,598	1,598,598	1,657,560
Total expenses include the following:						
Employee related				1,003,208	1,003,208	1,040,227
Other operating expenses				361,004	361,004	377,330
Grants and subsidies				167,692	167,692	171,249
Capital Expenditure				76,375	74,363	104,026

## Teaching and Research

**Service description:** This service group covers the provision of professional training for the needs of the NSW health system. It also includes strategic investment in medical research and development to improve the health and wellbeing of the people of New South Wales.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Interns <sup>(a)</sup>	no.	964	985	990	991	992
First year resident medical officers <sup>(b)</sup>	no.	912	1,027	965	1,050	1,039
Total clinical trials approved for conduct within the NSW public health system	no.	312	326	367	362	370
<b>Employees:</b>	FTE	3,534	3,490	3,533	3,533	3,553
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				700,441	763,166	753,067
Total expenses include the following:						
Employee related				379,054	379,054	392,743
Other operating expenses				151,915	175,990	184,998
Grants and subsidies <sup>(c)</sup>				147,342	185,992	152,518
Capital Expenditure				118,751	115,623	99,601

(a) Figures for the number of interns are provided by calendar year.

(b) The increase in the 2014-15 Actual and 2015-16 Revised for first year resident medical officers reflects the increasing number of medical graduates who are entering the workforce and the improved ability of Local Health Districts to recruit to fill vacant positions.

(c) 2015-16 included a number of one-off grants including: a \$20 million grant towards the establishment, by the University of Newcastle, of a clinical school at the Central Coast; and a \$25 million grant to the Victor Chang Institute for building research capacity and equipment.

## Specialist Domestic and Family Violence and Sexual Assault Services and Women's Policy

**Service description:** This service group covers the coordination of the whole of government strategy for domestic and family violence (DFV) and sexual assault, including specialist service delivery through the Justice, Family and Community Services and Health clusters. It excludes mainstream services responding to domestic violence and sexual assault. It also includes Women's Policy.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Safer Pathway - Victim Support						
	no.	0	3,462	16,400	16,400	31,000
Employees	FTE	18	18	24	24	30
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				8,912	8,912	83,093
Total expenses include the following:						
Employee related				2,757	2,757	3,901
Other operating expenses				805	805	3,070
Grants and subsidies <sup>(a)</sup>				5,350	5,350	76,122

(a) The 2016-17 Budget includes transfers to both the Justice cluster and the Family and Community Services cluster for specialist domestic and family violence initiatives.

## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Health cluster. This includes funding to the Health Care Complaints Commission and the Mental Health Commission of New South Wales.

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	22,335	22,842	23,716
Total expenses include the following:			
Grants and subsidies	22,335	22,842	23,716
Health Care Complaints Commission	12,317	12,317	13,191
Mental Health Commission of New South Wales <sup>(a)</sup>	10,018	10,525	10,525

(a) The 2015-16 Budget included \$0.9 million in one-off funding for the Mental Health Commission of New South Wales for work undertaken to support the implementation of Living Well: A Strategic Plan for Mental Health Reform in NSW 2014-2024.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	11,867,078	11,867,530	12,419,566
Other operating expenses	5,339,892	5,396,017	5,780,733
Depreciation and amortisation	724,663	705,277	731,365
Grants and subsidies	1,318,174	1,344,238	1,444,335
Finance costs	101,689	101,689	105,375
Other expenses	265,723	265,723	270,723
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>19,617,219</b>	<b>19,680,474</b>	<b>20,752,097</b>
<b>Revenue</b>			
Appropriation	11,111,313	10,768,011	11,794,455
Sales of goods and services <sup>(a)</sup>	2,526,803	2,626,226	2,768,029
Investment revenue	46,938	39,395	39,192
Grants and contributions <sup>(b)</sup>	5,701,566	5,888,423	6,149,598
Acceptance by Crown Entity of employee benefits and other liabilities	378,430	378,430	391,705
Other revenue	132,995	177,996	174,834
<b>Total Revenue</b>	<b>19,898,045</b>	<b>19,878,481</b>	<b>21,317,813</b>
Gain/(loss) on disposal of non current assets	(3,455)	(3,455)	155,000
Other gains/(losses)	(10,283)	(10,283)	(10,283)
<b>Net Result <sup>(c)</sup></b>	<b>267,088</b>	<b>184,269</b>	<b>710,433</b>

(a) Reflects increase of \$93 million recovery of Hepatitis C drug costs from the Australian Government.

(b) Reflects receipt of prior year National Health Reform Agreement funding relating to reconciliation of 2014-15 Actuals.

(c) The net result for 2016-17 reflects an increase in revenues and proceeds from disposal and recycling of assets to fund the cost of new capital (\$440 million), as well as appropriation provided to reduce annual leave provisions (\$41 million), repay Public Private Partnerships borrowings (\$25 million) and other balance sheet movements, in accordance with normal accounting conventions and standards.

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,231,024	1,245,410	1,279,232
Receivables	646,119	668,279	659,999
Other financial assets	39,624	25,545	25,545
Inventories	135,258	148,200	148,200
Assets held for sale	...	6,048	...
<b>Total Current Assets</b>	<b>2,052,025</b>	<b>2,093,482</b>	<b>2,112,976</b>
<b>Non Current Assets</b>			
Receivables	8,667	11,791	11,791
Other financial assets	52,793	51,675	51,675
Property, plant and equipment -			
Land and building <sup>(a)</sup>	13,039,234	13,148,271	13,987,141
Plant and equipment	780,876	1,015,579	981,337
Infrastructure systems	354,708	338,638	315,684
Intangibles	568,172	588,341	658,619
Other	49,567	51,363	56,604
<b>Total Non Current Assets</b>	<b>14,854,017</b>	<b>15,205,658</b>	<b>16,062,851</b>
<b>Total Assets</b>	<b>16,906,042</b>	<b>17,299,140</b>	<b>18,175,827</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,435,952	1,423,919	1,460,271
Borrowings at amortised cost	24,687	29,985	37,461
Provisions <sup>(b)</sup>	1,567,464	1,738,946	1,740,484
Other	39,971	39,971	39,971
<b>Total Current Liabilities</b>	<b>3,068,074</b>	<b>3,232,821</b>	<b>3,278,187</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	1,047,829	1,050,412	1,025,412
Provisions	18,536	36,516	37,231
Other	96,351	95,689	105,148
<b>Total Non Current Liabilities</b>	<b>1,162,716</b>	<b>1,182,617</b>	<b>1,167,791</b>
<b>Total Liabilities</b>	<b>4,230,790</b>	<b>4,415,438</b>	<b>4,445,978</b>
<b>Net Assets</b>	<b>12,675,252</b>	<b>12,883,702</b>	<b>13,729,849</b>
<b>Equity</b>			
Reserves	3,831,562	4,095,155	4,230,869
Accumulated funds	8,843,690	8,788,547	9,498,980
<b>Total Equity</b>	<b>12,675,252</b>	<b>12,883,702</b>	<b>13,729,849</b>

(a) During 2015-16, a greater component of asset acquisitions than initially estimated were categorised as plant and equipment purchases rather than building works.

(b) Estimated reductions in annual leave provisions during 2015-16 have been revised to reflect the expected full year position initially estimated.

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	11,640,220	11,540,673	11,989,256
Grants and subsidies	1,318,174	1,344,238	1,444,335
Finance costs	101,689	101,689	105,375
Other	6,630,999	6,535,718	7,103,249
<b>Total Payments <sup>(a)</sup></b>	<b>19,691,082</b>	<b>19,522,318</b>	<b>20,642,215</b>
<b>Receipts</b>			
Appropriation <sup>(b)</sup>	11,111,313	10,768,011	11,794,455
Sale of goods and services	2,446,854	2,516,277	2,737,079
Interest received	46,938	39,395	39,192
Grants and contributions	5,489,111	5,709,055	5,937,342
Other	1,447,317	1,350,372	1,472,048
<b>Total Receipts</b>	<b>20,541,533</b>	<b>20,383,110</b>	<b>21,980,116</b>
<b>Net Cash Flows From Operating Activities</b>	<b>850,451</b>	<b>860,792</b>	<b>1,337,901</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	28,000	28,000	170,723
Purchases of property, plant and equipment	(1,167,519)	(1,103,863)	(1,332,097)
Other	(113,984)	(103,884)	(125,181)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,253,503)</b>	<b>(1,179,747)</b>	<b>(1,286,555)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	3,570	10,638	14,028
Repayment of borrowings and advances	(16,744)	(16,744)	(31,552)
<b>Net Cash Flows From Financing Activities</b>	<b>(13,174)</b>	<b>(6,106)</b>	<b>(17,524)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(416,226)</b>	<b>(325,061)</b>	<b>33,822</b>
Opening Cash and Cash Equivalents	1,647,250	1,548,229	1,245,410
Reclassification of Cash Equivalents	...	22,242	...
<b>Closing Cash and Cash Equivalents</b>	<b>1,231,024</b>	<b>1,245,410</b>	<b>1,279,232</b>
<b>Cash Flow Reconciliation</b>			
Net result	267,088	184,269	710,433
Non cash items added back	721,165	699,425	726,124
Change in operating assets and liabilities	(137,802)	(22,902)	(98,656)
<b>Net Cash Flows From Operating Activities</b>	<b>850,451</b>	<b>860,792</b>	<b>1,337,901</b>

(a) The decrease in 2015-16 Revised cash flow for total payments is lower than Budget as annual leave provision did not decrease to the expected levels.

(b) The 2015-16 Revised appropriation receipts are lower than budget as additional revenue was received following the reconciliation of in-scope 2014-15 Actual activity performance by the National Health Funding Administrator.

# Health Care Complaints Commission

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## Service Group Statements

### Complaints Handling

**Service description:** This service group covers processing, assessing and resolving health care complaints through assisted resolution, facilitated conciliation or referral for investigation. The Commission also investigates and prosecutes any serious cases of inappropriate health care, and makes recommendations to health organisations to address any systemic health care issues.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Complaints received	no.	4,767	5,266	5,546	5,900	6,600
Complaints assessed within 60 days	%	94	93	92	88	92
Investigations completed	no.	226	194	210	220	245
Disciplinary or appeal cases run	no.	71	82	75	87	100
<b>Employees:</b>	FTE	74	74	76	76	81
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				13,199	13,326	13,926
Total expenses include the following:						
Employee related				9,411	8,931	10,154
Other operating expenses				3,643	4,205	3,627
Capital Expenditure				65	65	65



## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	9,411	8,931	10,154
Other operating expenses	3,643	4,205	3,627
Depreciation and amortisation	145	190	145
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>13,199</b>	<b>13,326</b>	<b>13,926</b>
<b>Revenue</b>			
Grants and contributions	12,317	12,317	13,191
Acceptance by Crown Entity of employee benefits and other liabilities	268	189	268
Other revenue	385	655	385
<b>Total Revenue</b>	<b>12,970</b>	<b>13,161</b>	<b>13,844</b>
<b>Net Result</b>	<b>(229)</b>	<b>(165)</b>	<b>(82)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	853	372	368
Receivables	312	215	215
<b>Total Current Assets</b>	<b>1,165</b>	<b>587</b>	<b>583</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	...	59	59
Plant and equipment	267	232	192
Intangibles	79	74	34
<b>Total Non Current Assets</b>	<b>346</b>	<b>365</b>	<b>285</b>
<b>Total Assets</b>	<b>1,511</b>	<b>952</b>	<b>868</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	376	243	243
Provisions	721	787	787
<b>Total Current Liabilities</b>	<b>1,097</b>	<b>1,030</b>	<b>1,030</b>
<b>Non Current Liabilities</b>			
Provisions	325	335	333
Other	11	...	...
<b>Total Non Current Liabilities</b>	<b>336</b>	<b>335</b>	<b>333</b>
<b>Total Liabilities</b>	<b>1,433</b>	<b>1,365</b>	<b>1,363</b>
<b>Net Assets</b>	<b>78</b>	<b>(413)</b>	<b>(495)</b>
<b>Equity</b>			
Accumulated funds	78	(413)	(495)
<b>Total Equity</b>	<b>78</b>	<b>(413)</b>	<b>(495)</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	9,237	8,928	9,897
Other	3,872	4,637	3,917
<b>Total Payments</b>	<b>13,109</b>	<b>13,565</b>	<b>13,814</b>
<b>Receipts</b>			
Sale of goods and services	82	172	...
Grants and contributions	12,317	12,317	13,191
Other	684	1,065	684
<b>Total Receipts</b>	<b>13,083</b>	<b>13,554</b>	<b>13,875</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(26)</b>	<b>(11)</b>	<b>61</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(65)	(65)	(65)
<b>Net Cash Flows From Investing Activities</b>	<b>(65)</b>	<b>(65)</b>	<b>(65)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(91)</b>	<b>(76)</b>	<b>(4)</b>
Opening Cash and Cash Equivalents	944	448	372
<b>Closing Cash and Cash Equivalents</b>	<b>853</b>	<b>372</b>	<b>368</b>
<b>Cash Flow Reconciliation</b>			
Net result	(229)	(165)	(82)
Non cash items added back	145	190	145
Change in operating assets and liabilities	58	(36)	(2)
<b>Net Cash Flows From Operating Activities</b>	<b>(26)</b>	<b>(11)</b>	<b>61</b>

# Mental Health Commission of New South Wales

## Service Group Statements

### Mental Health Commission

**Service description:** This service group covers the monitoring, reviewing and improving of the mental health system and mental health and wellbeing of the people of New South Wales. It works with the Government and community to secure better mental health for everyone, prevent mental illness and ensure appropriate support is available close to home.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Community consultations	no.	30	30	20	30	30
Manage grants	no.	4	4	4	4	4
<b>Employees:</b>	FTE	28	33	32	32	32
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				9,943	10,449	10,711
Total expenses include the following:						
Employee related				4,554	4,420	4,470
Other operating expenses				1,307	1,617	1,963
Grants and subsidies				3,906	4,231	4,092
Capital Expenditure				25	25	25

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	4,554	4,420	4,470
Other operating expenses	1,307	1,617	1,963
Depreciation and amortisation	176	181	186
Grants and subsidies	3,906	4,231	4,092
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>9,943</b>	<b>10,449</b>	<b>10,711</b>
<b>Revenue</b>			
Grants and contributions	10,018	10,525	10,525
Acceptance by Crown Entity of employee benefits and other liabilities	75	85	25
<b>Total Revenue</b>	<b>10,093</b>	<b>10,610</b>	<b>10,550</b>
<b>Net Result</b>	<b>150</b>	<b>161</b>	<b>(161)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,302	294	255
Receivables	157	166	166
<b>Total Current Assets</b>	<b>3,459</b>	<b>460</b>	<b>421</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	108	100	...
Plant and equipment	106	71	22
Intangibles	122	101	89
<b>Total Non Current Assets</b>	<b>336</b>	<b>272</b>	<b>111</b>
<b>Total Assets</b>	<b>3,795</b>	<b>732</b>	<b>532</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,274	1,117	1,078
Provisions	204	256	256
<b>Total Current Liabilities</b>	<b>1,478</b>	<b>1,373</b>	<b>1,334</b>
<b>Non Current Liabilities</b>			
Provisions	118	127	127
<b>Total Non Current Liabilities</b>	<b>118</b>	<b>127</b>	<b>127</b>
<b>Total Liabilities</b>	<b>1,596</b>	<b>1,500</b>	<b>1,461</b>
<b>Net Assets</b>	<b>2,199</b>	<b>(768)</b>	<b>(929)</b>
<b>Equity</b>			
Accumulated funds	2,199	(768)	(929)
<b>Total Equity <sup>(a)</sup></b>	<b>2,199</b>	<b>(768)</b>	<b>(929)</b>

(a) The Mental Health Commission is funded on a cash flow needs basis. This has resulted in a reduction in cash balances during 2015-16 and the Mental Health Commission reporting negative equity in June 2016 and June 2017. This will have no impact on the level of approved expenditure or the Mental Health Commission's capacity to fund its liabilities.

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	4,529	4,362	4,452
Grants and subsidies	3,906	4,231	4,092
Other	1,387	2,715	1,995
<b>Total Payments</b>	<b>9,822</b>	<b>11,308</b>	<b>10,539</b>
<b>Receipts</b>			
Interest received	...	51	...
Grants and contributions	10,018	10,525	10,525
Other	...	390	...
<b>Total Receipts</b>	<b>10,018</b>	<b>10,966</b>	<b>10,525</b>
<b>Net Cash Flows From Operating Activities</b>	<b>196</b>	<b>(342)</b>	<b>(14)</b>
<b>Cash Flows From Investing Activities</b>			
Other	(25)	(25)	(25)
<b>Net Cash Flows From Investing Activities</b>	<b>(25)</b>	<b>(25)</b>	<b>(25)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>171</b>	<b>(367)</b>	<b>(39)</b>
Opening Cash and Cash Equivalents	3,131	661	294
<b>Closing Cash and Cash Equivalents</b>	<b>3,302</b>	<b>294</b>	<b>255</b>
<b>Cash Flow Reconciliation</b>			
Net result	150	161	(161)
Non cash items added back	176	181	186
Change in operating assets and liabilities	(130)	(684)	(39)
<b>Net Cash Flows From Operating Activities</b>	<b>196</b>	<b>(342)</b>	<b>(14)</b>

## 6. INDUSTRY, SKILLS AND REGIONAL DEVELOPMENT CLUSTER

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>Department of Industry, Skills and Regional Development</b>						
Service Group						
Economic and Regional Development .....	114.8	228.6	99.2	1.4	1.6	18.3
Resources and Energy .....	386.9	379.2	(2.0)	6.3	2.4	(61.7)
Primary Industries .....	899.4	940.6	4.6	36.6	212.4	480.7
Personnel Services .....	16.9	16.8	(0.7)	...	...	...
Skills Development .....	526.5	786.1	49.3	1.8	1.8	(4.6)
Cluster Grant Funding .....	1,099.5	1,045.1	(4.9)	...	...	...
<b>Total</b>	<b>3,044.0</b>	<b>3,396.4</b>	<b>11.6</b>	<b>46.0</b>	<b>218.2</b>	<b>373.8</b>
<b>New South Wales Rural Assistance Authority</b>						
Service Group						
Financial Assistance to Farmers and Small Businesses	32.6	64.6	98.0	0.1	0.1	...
<b>Total</b>	<b>32.6</b>	<b>64.6</b>	<b>98.0</b>	<b>0.1</b>	<b>0.1</b>	<b>...</b>
<b>TAFE Commission</b>						
Service Group						
TAFE NSW .....	1,723.7	1,816.8	5.4	55.1	97.1	76.3
<b>Total</b>	<b>1,723.7</b>	<b>1,816.8</b>	<b>5.4</b>	<b>55.1</b>	<b>97.1</b>	<b>76.3</b>
<b>Local Land Services</b>						
<b>Total</b>	<b>163.7</b>	<b>159.4</b>	<b>(2.6)</b>	<b>1.2</b>	<b>0.3</b>	<b>(74.3)</b>
<b>NSW Food Authority</b>						
<b>Total</b>	<b>21.6</b>	<b>21.3</b>	<b>(1.0)</b>	<b>1.1</b>	<b>1.5</b>	<b>36.4</b>
<b>Lands Administration Ministerial Corporation <sup>(a)</sup></b>						
<b>Total</b>	<b>14.5</b>	<b>5.6</b>	<b>(61.0)</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Water Administration Ministerial Corporation</b>						
<b>Total</b>	<b>75.5</b>	<b>87.1</b>	<b>15.3</b>	<b>...</b>	<b>...</b>	<b>...</b>

(a) This entity is now disclosed separately for reporting in Budget Paper No. 3. The agency was previously reported within the general government sector consolidated financial statements.



## Introduction

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The Industry, Skills and Regional Development cluster leads the State Government's contribution to making New South Wales a fertile place to invest and to produce goods and services, thereby creating jobs and opportunities for its citizens.

The Industry, Skills and Regional Development cluster is the lead cluster delivering the Premier's and State Priorities to:

- create 150,000 jobs by 2019
- be the leading Australian state in business confidence
- increase the proportion of people completing apprenticeships to 65 per cent by 2019

The cluster also supports the State Priority to make New South Wales the easiest state to start a business.

The cluster supports all areas of economic activity where New South Wales has a competitive strength. The cluster has responsibility for skill formation and development to match industry demand, partnering with stakeholders in stewardship and sustainable use of the state's natural resources, and supporting economic growth especially in the regions.

The cluster delivers a wide range of training and specialist advisory services and helps to secure efficient and dependable government decision-making that contributes to business confidence.

The cluster's strategies are built on close relationships to understand industry's needs.

New South Wales continues to lead the nation in jobs growth. In the 12 months to April 2016, 124,700 jobs were created in New South Wales.

## Services

The cluster's key services include:

### Primary Industries

- enabling industry competitiveness, productivity and sustainability through world class research and development, risk mitigation and sustainable use of natural resources
- focus areas such as fisheries, biosecurity, food and fibre production, water sharing and the management of Crown lands.

### Economic, Skills and Regional Development

- stewardship of the State's vocational education and training system to help more people get a job, or a better job, and to meet the need of employers for skilled workers
- managing Jobs for NSW, a private sector-led and NSW Government-backed initiative created to help meet the Premier's Priority of 150,000 new jobs
- using policy, problem solving and advocacy for industry, skills and the regions to promote economic growth and development
- connecting industry with partners and government services to capitalise on regional, domestic and international opportunities
- supporting small business and providing advocacy and low-cost dispute resolution and advisory services, through the Office of the Small Business Commissioner, including advice on cutting red tape.

## Resources and Energy

- securing an affordable, reliable and sustainable energy future for households, businesses and industries within New South Wales
- supporting mineral, coal, gas and renewable energy projects across New South Wales to deliver a diversified and resilient economy, especially in regional areas
- regulating, mitigating and managing risks from the use of the State's mineral and energy resources to ensure the safety of workers and the environment.

## Other Services Performed within the Cluster

- regulating and monitoring food safety to reduce food-borne illness and to aid community health
- delivering customer-focused services to farmers, landholders and the community across rural and regional areas and managing catchments to help communities achieve natural resource management priorities
- providing assistance to farmers and small businesses to help them recover from natural disasters or exceptional circumstances
- delivery of training services through TAFE NSW to increase skill levels and support workforce development to assist in a growing and productive New South Wales economy
- providing independent advice to government by the NSW Chief Scientist and Engineer on a range of technical issues
- fostering a lively state innovation system, promoting productive links between business, the professions, universities, and government.

## 2016-17 Budget Highlights

In 2016-17, the Department of Industry, Skills and Regional Development will spend over \$3.6 billion (\$3,396 million recurrent and \$218 million capital) on resources and energy and primary industry programs, water supply and catchment management, skills development and delivery, and small business, industry and regional development programs.

In 2016-17, the cluster's key initiatives include:

## Resources and Energy

- \$259 million to assist over 800,000 eligible NSW households with the financial costs of meeting their energy needs
- \$38 million to enable, support and focus the mining and petroleum industries on preventing workplace death, injury, illness and disease
- \$23 million for projects from the Coal Innovation Fund including \$16 million to continue the Darling Basin drilling and exploration program for a suitable greenhouse gas emissions storage site, \$4 million for a NSW Coal Fired Electricity Generation Study to examine future energy mix options and research into outcomes from the study and \$3 million for grants to research low emissions coal technologies.

## Primary Industries

- \$159 million for Local Land Services to deliver quality services to farmers, land holders and the community across rural and regional New South Wales
- \$80 million in concessional loans under the Farm Innovation Fund to assist primary producers to prepare for future droughts

- \$21 million to support the NSW Food Authority's regulation and monitoring to help ensure food sold in New South Wales is correctly labelled, safe for human consumption and that consumers are able to make informed choices
- \$19 million for the Commercial Fisheries Business Adjustment Scheme to assist fishers to exit the industry while reducing impact on fishers who wish to remain active.

## **Lands and Water**

- \$165 million to assist eligible NSW households with the costs of potable water supply
- around \$140 million in 2016-17 to secure Broken Hill's water supply, with around \$500 million over three years to 2018-19 to develop vital water infrastructure for Broken Hill, including a 270 kilometre pipeline sourcing water from the Murray River
- \$75 million for water saving infrastructure projects, funded by the Australian Government under its Water for the Future program, to assist in bridging the gap to the Murray-Darling Basin Authority's Basin Plan
- \$45 million to secure long-term potable water supplies, enhance potable water quality and manage effluent effectively in regional communities
- \$24 million as part of a four year program to implement new Crown land legislation and the staged, voluntary divestment of Crown land to local councils and Local Aboriginal Land Councils, whilst retaining land of state significance.

## **Economic and Regional Development**

- \$89 million for the Jobs for NSW Fund, as part of the Government's commitment to provide \$190 million to support jobs growth in NSW and achieve the Premier's Priority of creating 150,000 jobs by 2019
- \$27 million to support the economic base of communities most likely to be impacted by the implementation of the Murray-Darling Basin Authority's Basin Plan
- \$14 million from the Research Attraction and Acceleration Program to fund high-quality, high-impact research projects, provide ongoing support for critical national-scale research infrastructure, and encourage and promote STEM (science, technology, engineering and mathematics) engagement and outreach activities and events
- \$5 million on the Mobile Black Spots Program. Over the next three years \$24 million will be spent on the program, including \$15 million for Round 2 to match Australian Government contributions to encourage telecommunication providers to invest in regional areas where there are mobile communication black spots.

## **Skills Development**

In 2016-17, the Department of Industry, Skills and Regional Development will spend \$786 million on skills development. This includes purchasing training through TAFE NSW Institutes and other registered training providers to improve skills and increase higher qualification levels in New South Wales, regulating apprenticeships and traineeships and community service obligation funding to support skills development, higher-level qualifications, further study and employment for people who face disadvantage.

Key initiatives include:

- \$30 million in 2016-17 for the \$100 million Smart, Skilled and Hired program, a package of initiatives to build skills of those most in need of a job, such as young unemployed people, and actively match them with the sectors that are growing and in need of workers. Targeted industries include construction and disability care
- \$12 million as a continuation of the NSW Government's election commitment to provide fee-free scholarships over four years to 200,000 15-30 year olds to undertake government subsidised vocational education and training certificate courses, with priority given to concession eligible social housing residents.

## **Skills Delivery**

- \$1.8 billion for the TAFE Commission to provide a world-class, state-wide training system delivering skills critical to the New South Wales economy
- \$97 million to invest in modernising facilities and information technology initiatives, including 34 major building and information technology projects in TAFE NSW.

## **Small Business**

- \$15 million to invest in, and support the future of small businesses in New South Wales, including the Small Biz Connect program, and support for disrupted industries, small business advocacy services, dispute resolution services and continued support via specialist advisors with language skills to multicultural small businesses in Western Sydney. These initiatives support the State Priority to make New South Wales the easiest State to start a business.

## Service Group Statements

### Economic and Regional Development <sup>(a)</sup>

**Service description:** This service group covers support provided to Jobs for NSW, support for businesses and industries to advance investment, research excellence, innovation, employment and competitiveness, and includes strong support for the regions. <sup>(b)</sup>

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees:</b>	FTE	503	534	224	303	370
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				158,216	114,812	228,649
Total expenses include the following:						
Employee related				29,894	38,769	41,324
Other operating expenses				23,987	19,575	26,860
Grants and subsidies				101,601	55,405	158,740
Other expenses				750	250	750
Capital Expenditure				15,825	1,367	1,617 <sup>(c)</sup>

(a) Service group name changed from Industry Development.

(b) Due to the establishment of Jobs for NSW and other associated reforms, service measures are in the process of being revised.

(c) Department of Industry, Skills and Regional Development has reapportioned capital minor works expenditure to service groups.

## Resources and Energy

**Service description:** This service group covers support for the renewable energy, petroleum and mineral resources industries, the planning industry and local and state governments by the provision of relevant information to support a competitive energy market, secure reliable energy supplies and improve safety and environmental performance. Support is also provided to industry to enhance investment, innovation, employment and competitiveness, especially in regional areas.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Mine safety regulation:						
Investigations of operational safety <sup>(a)</sup>	no.	227	288	235	360	235
Enforcement actions	no.	1,189	1,402	1,338	1,320	1,338
Mine environmental regulation:						
Audits, assessments, investigations and enforcements	no.	1,555	1,980	2,000	2,380	2,400
Energy regulation administration:						
Total number of licences granted under the Pipelines Act 1967	no.	36	37	38	37	35
Conveyance searches	no.	3,885	3,677	3,962	3,637	3,473
<b>Employees:</b>	FTE	479	522	507	525	548
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				400,323	386,869	379,195
Total expenses include the following:						
Employee related				69,945	73,938	77,580
Other operating expenses				57,768	47,234	43,329
Grants and subsidies				268,261	262,740	255,342
Capital Expenditure				7,038	6,258	2,396

(a) The numbers shown represent the subset of incidents requiring an inspector site visit, in accordance with the Mine Safety policy for determination of investigation levels.

## Primary Industries

**Service description:** This service group covers supporting strong communities through research, knowledge transfer, planning and regulating the sustainable management of profitable agriculture and fisheries sectors, improving biosecurity, delivering sustainable water management, metropolitan and urban regional water supply planning and policy, sewerage programs and managing Crown lands.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Increase in farm productivity <sup>(a)</sup>	%	1.1	n.a.	1.0	1.1	1.1
Native fish stocked in NSW freshwater <sup>(b)</sup>	mill	2.7	1.6	2.0	2.0	2.0
Fisheries compliance actions <sup>(c)</sup>	no.	6,879	7,000	7,100	7,100	7,100
Pest and disease monitoring programs in place <sup>(d)</sup>	no.	107	111	112	101	103
Water sharing arrangements in place or commenced <sup>(e)</sup>	%	85	85	100	85	100
Water supply and sewerage projects completed	no.	494	499	520	516	541
Gross revenue collected from Crown land tenures <sup>(f)</sup>	\$m	53.9	54.0	54.0	55.6	57.2
<b>Employees:</b>	FTE	2,970	3,116	3,097	2,980	3,047
				2015-16		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000

### Financial indicators:

Total Expenses Excluding Losses				1,048,786	899,403	940,562
Total expenses include the following:						
Employee related				357,177	363,599	356,606
Other operating expenses				396,489	289,599	283,452
Grants and subsidies				213,078	159,276	205,730
Other expenses				14,760	3,514	11,208
Capital Expenditure <sup>(g)</sup>				30,847	36,574	212,395

(a) Broadacre agricultural productivity growth in NSW as measured by the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES). Actual growth rate for 2013-14 is based on data for the period 1977-78 to 2012-13. Figures for 2013-14 onwards are indicative based on the data trend, as ABARES does not issue forecasts of productivity growth, and 2014-15 data is not yet available.

(b) Low water levels (due to drought) in north-western impoundments reduced stocking requirements in 2014-15.

(c) Includes all sanction types (including integration of marine parks officers from 2013-14 onwards). The Forecast for 2016-17 will be influenced by weather conditions, changes in illegal fishing patterns, and changes in compliance targets.

(d) A review of invasive species, plant and animal monitoring programs in 2016 has refined the current monitoring program impacting the 2015-16 Revised projection. The general reduction in programs reflects tolerable variances as a result of unexpected emergency pests and diseases that are successfully controlled and are not ongoing from year to year.

(e) Plans commenced as a percentage of total plans proposed for New South Wales.

(f) From 2013-14 this measure includes an estimate for extractive industry royalties. The figures do not include Public Reserve Management Fund and Crown Lands Reserve Trust income.

(g) The increase in capital expenditure in 2016-17 reflects a number of large projects being undertaken including the Broken Hill long term water supply project and the Port of Eden Breakwater Wharf extension.

## Personnel Services

**Service description:** This service group covers provision of personnel services to the Wild Dog Destruction Board, NSW Food Authority and New South Wales Rural Assistance Authority.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees:</b>						
Wild Dog Destruction Board <sup>(a)</sup>	FTE	13	12	13	12	12
NSW Food Authority <sup>(a)</sup>	FTE	111	108	107	113	114
New South Wales Rural Assistance Authority <sup>(a)</sup>	FTE	22	20	22	19	20
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				20,783	16,915	16,789
Total expenses include the following:						
Employee related				20,783	16,915	16,789

(a) Staff were transferred to the Department with the implementation of the *Government Sector Employment Act 2013*, effective 24 February 2014. The Department is providing personnel services to these agencies from 24 February 2014.



**Skills Development <sup>(a)</sup>**

**Service description:** This service group covers the development and promotion of a quality vocational education and training system that enhances skills for industry and individuals. The Smart and Skilled reforms of the NSW vocational education and training system introduced an entitlement to government subsidised entry level training up to Certificate III and government funds for higher level courses in targeted priorities from 1 January 2015.

	Units	2013 Actual	2014 Actual <sup>(b)</sup>	2015 Actual <sup>(c)(d)</sup>	2016 Forecast <sup>(e)</sup>	
<b>Service measures:</b>						
Enrolments at Certificate III and below (Government funded course enrolments)	no.	n.a.	357,851	285,191	N/A	
Enrolments at Certificate IV and above (Government funded course enrolments)	no.	n.a.	103,947	67,542	N/A	
Total Government funded course enrolments	no.	n.a.	461,798	352,733	550,000	
Enrolments of students with a disability (Government funded course enrolments)	no.	n.a.	46,796	35,149	uncapped	
Enrolments of Indigenous students (Government funded course enrolments)	no.	n.a.	36,566	32,024	uncapped	
Graduates satisfied with overall quality of VET training	%	88.5	88.9	88.5	88.9	
	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees:</b>	FTE	364	259	332	311	355
				2015-16 Budget \$000	2015-16 Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				757,363	526,504	786,073
Total expenses include the following:						
Employee related				35,870	32,216	39,522
Other operating expenses				27,344	27,273	24,759
Grants and subsidies				691,373	466,342	721,077
Capital Expenditure				...	1,846	1,761

(a) Service group name changed from Vocational Education and Training.

(b) The 2014 Actuals have been revised since 2015-16 budget papers following the rebase of National Centre for Vocational Education and Research (NCVER) data in June 2015.

(c) 2015 Actuals are forecasted based on input files sent by each reporting entity to National Centre for Vocational Education and Research (NCVER). These figures will be subject to revision upon release of the NCVER data in June 2016.

(d) The decline in government funded enrolments in 2015 can be attributed to a number of factors including greater student intake by universities, major growth in the Australian Government's VET FEE-HELP scheme, market uncertainty under the new Smart and Skilled policy, and a national trend away from vocational education.

(e) Figure represents forecast capacity for government funded enrolment.

## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Industry, Skills and Regional Development cluster. This includes funding for Local Land Services, Forestry Corporation of NSW, NSW Food Authority, New South Wales Rural Assistance Authority, WaterNSW, Sydney Water Corporation, Hunter Water Corporation, Water Administration Ministerial Corporation, and TAFE Commission.

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	1,167,764	1,099,482	1,045,117
Total expenses include the following:			
Grants and subsidies	1,167,764	1,099,482	1,045,117
New South Wales Rural Assistance Authority	17,132	9,501	13,547
Local Land Services	4,151	4,151	19,025
Forestry Corporation of NSW	15,536	15,536	15,847
NSW Food Authority	9,436	9,436	9,056
WaterNSW	42,301	42,301	44,979
Sydney Water Corporation	171,044	167,310	149,335
Hunter Water Corporation	14,644	17,428	15,334
Water Administration Ministerial Corporation	7,500	6,284	17,784
TAFE Commission <sup>(a)</sup>	886,020	822,020	759,785
Other General Government agencies	...	5,515	425

(a) Overall expenses for the TAFE Commission service group have increased by 5.4 per cent on the 2015-16 Revised forecast.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	513,669	525,437	531,821
Other operating expenses	505,588	383,681	378,400
Depreciation and amortisation	76,187	87,858	88,200
Grants and subsidies	2,442,077	2,043,245	2,386,006
Finance costs	204	...	...
Other expenses	15,510	3,764	11,958
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>3,553,235</b>	<b>3,043,985</b>	<b>3,396,385</b>
<b>Revenue</b>			
Appropriation	2,941,538	2,486,741	2,843,410
Transfers to the Crown Entity	(63,268)	(63,268)	(62,223)
Sales of goods and services	321,555	261,052	260,434
Investment revenue	7,848	16,485	16,020
Retained taxes, fees and fines	22,344	6,371	7,950
Grants and contributions	74,184	74,356	262,257
Acceptance by Crown Entity of employee benefits and other liabilities	14,405	23,479	15,634
Other revenue	30	35,913	12,000
<b>Total Revenue</b>	<b>3,318,636</b>	<b>2,841,129</b>	<b>3,355,482</b>
Gain/(loss) on disposal of non current assets	24,480	25,336	5,557
Other gains/(losses)	...	(4,537)	...
<b>Net Result</b>	<b>(210,119)</b>	<b>(182,057)</b>	<b>(35,346)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	320,083	304,261	109,009
Receivables	175,838	136,343	127,479
Inventories	14,446	12,859	12,522
Assets held for sale	2,192	1,490	1,490
<b>Total Current Assets</b>	<b>512,559</b>	<b>454,953</b>	<b>250,500</b>
<b>Non Current Assets</b>			
Receivables	188,131	153,242	153,242
Other financial assets	882,685	5,660	5,660
Inventories	21,521	7,893	7,893
Property, plant and equipment -			
Land and building	5,952,063	5,823,770	5,790,903
Plant and equipment	44,378	46,306	57,299
Infrastructure systems	565,536	1,307,320	1,430,327
Intangibles	42,982	177,559	181,531
<b>Total Non Current Assets</b>	<b>7,697,296</b>	<b>7,521,750</b>	<b>7,626,855</b>
<b>Total Assets</b>	<b>8,209,855</b>	<b>7,976,703</b>	<b>7,877,355</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	160,871	244,300	137,851
Borrowings at amortised cost	2,785	...	...
Provisions	70,501	75,664	74,014
Other	21,345	22,511	22,511
<b>Total Current Liabilities</b>	<b>255,502</b>	<b>342,475</b>	<b>234,376</b>
<b>Non Current Liabilities</b>			
Provisions	41,983	33,090	33,090
<b>Total Non Current Liabilities</b>	<b>41,983</b>	<b>33,090</b>	<b>33,090</b>
<b>Total Liabilities</b>	<b>297,485</b>	<b>375,565</b>	<b>267,466</b>
<b>Net Assets</b>	<b>7,912,370</b>	<b>7,601,138</b>	<b>7,609,889</b>
<b>Equity</b>			
Reserves	784,140	875,673	919,770
Accumulated funds	7,128,230	6,725,465	6,690,119
<b>Total Equity</b>	<b>7,912,370</b>	<b>7,601,138</b>	<b>7,609,889</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	499,100	514,057	514,831
Grants and subsidies	2,427,077	2,037,123	2,365,609
Finance costs	204	...	...
Other	537,186	353,512	538,996
<b>Total Payments</b>	<b>3,463,567</b>	<b>2,904,692</b>	<b>3,419,436</b>
<b>Receipts</b>			
Appropriation	2,941,538	2,486,741	2,843,410
Sale of goods and services	328,579	280,843	274,876
Interest received	7,848	17,298	15,736
Grants and contributions	3,526	8,976	188,530
Cash transfers to the Crown Entity	(63,268)	(98,363)	(62,223)
Other	159,502	165,851	160,147
<b>Total Receipts</b>	<b>3,377,725</b>	<b>2,861,346</b>	<b>3,420,476</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(85,842)</b>	<b>(43,346)</b>	<b>1,040</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	27,576	46,712	23,176
Purchases of property, plant and equipment	(48,221)	(45,935)	(207,583)
Purchases of investments	...	(2,828)	...
Other	(5,489)	(149,007)	(10,586)
<b>Net Cash Flows From Investing Activities</b>	<b>(26,134)</b>	<b>(151,058)</b>	<b>(194,993)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(1,796)	...	...
Other	(400)	...	(1,299)
<b>Net Cash Flows From Financing Activities</b>	<b>(2,196)</b>	<b>...</b>	<b>(1,299)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(114,172)</b>	<b>(194,404)</b>	<b>(195,252)</b>
Opening Cash and Cash Equivalents	434,255	498,665	304,261
<b>Closing Cash and Cash Equivalents</b>	<b>320,083</b>	<b>304,261</b>	<b>109,009</b>
<b>Cash Flow Reconciliation</b>			
Net result	(210,119)	(182,057)	(35,346)
Non cash items added back	150,087	103,100	139,542
Change in operating assets and liabilities	(25,810)	35,611	(103,156)
<b>Net Cash Flows From Operating Activities</b>	<b>(85,842)</b>	<b>(43,346)</b>	<b>1,040</b>

# New South Wales Rural Assistance Authority

## Service Group Statements

### Financial Assistance to Farmers and Small Businesses

**Service description:** This service group covers financial assistance through loans allowing farmers and small businesses to continue operations following natural disasters and helping farmers to improve land management practices. Assistance is also provided through the Natural Disaster Relief and Recovery grants program to farmers and small businesses following extreme natural disaster events.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Applications for assistance processed <sup>(a)(b)</sup>	no.	5,639	5,916	7,100	1,331	3,500
Applications processed within timeframes	%	90	90	90	90	90
Promotional activities	no.	4	4	4	4	4
Farm Debt Mediation applications determined	no.	123	70	105	75	105
				—————2015-16—————		
				Budget \$000	Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				60,829	32,629	64,621
Total expenses include the following:						
Other operating expenses				4,872	5,582	5,094
Grants and subsidies				37,353	18,297	39,510
Capital Expenditure				50	50	50

(a) The 2015-16 Revised reflects non continuance of the Emergency Water grant scheme under the NSW Drought Strategy announced in February 2015. The Forecast for 2016-17 reflects the expectation of continued drought conditions and includes increased numbers associated with the NSW Drought Strategy announced in February 2015.

(b) Processed application numbers were further impacted by the Commercial Fisheries Business Adjustment Scheme and the Farm Business Skills Training grant.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	4,872	5,582	5,094
Depreciation and amortisation	9	22	22
Grants and subsidies	37,353	18,297	39,510
Finance costs	18,595	8,728	19,995
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>60,829</b>	<b>32,629</b>	<b>64,621</b>
<b>Revenue</b>			
Sales of goods and services	564	1,000	700
Investment revenue	18,656	8,789	20,063
Grants and contributions	25,648	23,095	23,363
Other revenue	1,184	1,184	1,184
<b>Total Revenue</b>	<b>46,052</b>	<b>34,068</b>	<b>45,310</b>
<b>Net Result</b>	<b>(14,777)</b>	<b>1,439</b>	<b>(19,311)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	43,547	83,651	63,312
Receivables	2,429	12,235	12,235
Other financial assets	17,787	16,929	16,929
<b>Total Current Assets</b>	<b>63,763</b>	<b>112,815</b>	<b>92,476</b>
<b>Non Current Assets</b>			
Other financial assets	253,803	275,094	275,234
Property, plant and equipment - Plant and equipment	115	93	122
Intangibles	15	13	12
<b>Total Non Current Assets</b>	<b>253,933</b>	<b>275,200</b>	<b>275,368</b>
<b>Total Assets</b>	<b>317,696</b>	<b>388,015</b>	<b>367,844</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,023	10,401	10,101
Borrowings at amortised cost	17,854	56,596	56,596
Provisions	1,955	3,846	3,146
Other	1,950	...	...
<b>Total Current Liabilities</b>	<b>23,782</b>	<b>70,843</b>	<b>69,843</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	296,436	291,436	291,576
Other	7	12	12
<b>Total Non Current Liabilities</b>	<b>296,443</b>	<b>291,448</b>	<b>291,588</b>
<b>Total Liabilities</b>	<b>320,225</b>	<b>362,291</b>	<b>361,431</b>
<b>Net Assets</b>	<b>(2,529)</b>	<b>25,724</b>	<b>6,413</b>
<b>Equity</b>			
Accumulated funds	(2,529)	25,724	6,413
<b>Total Equity</b>	<b>(2,529)</b>	<b>25,724</b>	<b>6,413</b>



## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	20,850	18,297	23,270
Finance costs	11,595	8,620	11,595
Other	20,988	5,121	21,947
<b>Total Payments</b>	<b>53,433</b>	<b>32,038</b>	<b>56,812</b>
<b>Receipts</b>			
Sale of goods and services	564	1,000	700
Interest received	311	311	318
Grants and contributions	17,132	14,579	13,547
Other	7,594	8,144	9,444
<b>Total Receipts</b>	<b>25,601</b>	<b>24,034</b>	<b>24,009</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(27,832)</b>	<b>(8,004)</b>	<b>(32,803)</b>
<b>Cash Flows From Investing Activities</b>			
Advance repayments received	35,205	35,645	36,605
Purchases of property, plant and equipment	(50)	(50)	(50)
Advances made	(17,001)	(119,465)	(17,001)
<b>Net Cash Flows From Investing Activities</b>	<b>18,154</b>	<b>(83,870)</b>	<b>19,554</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	17,000	116,050	17,000
Repayment of borrowings and advances	(22,690)	(82,690)	(24,090)
<b>Net Cash Flows From Financing Activities</b>	<b>(5,690)</b>	<b>33,360</b>	<b>(7,090)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(15,368)</b>	<b>(58,514)</b>	<b>(20,339)</b>
Opening Cash and Cash Equivalents	58,915	142,165	83,651
<b>Closing Cash and Cash Equivalents</b>	<b>43,547</b>	<b>83,651</b>	<b>63,312</b>
<b>Cash Flow Reconciliation</b>			
Net result	(14,777)	1,439	(19,311)
Non cash items added back	(12,506)	(9,518)	(12,492)
Change in operating assets and liabilities	(549)	75	(1,000)
<b>Net Cash Flows From Operating Activities</b>	<b>(27,832)</b>	<b>(8,004)</b>	<b>(32,803)</b>

## Service Group Statements

### TAFE NSW

**Service description:** This service group covers delivery of training services through TAFE NSW Institutes, including online and workplace delivery, to increase skill levels among the NSW population, both rural and urban, and support workforce development to assist in growing a productive NSW economy.

	Units	2013 Actual	2014 Actual	2015 Actual	2016 Forecast	
<b>Service measures: <sup>(a)</sup></b>						
Total TAFE course enrolments <sup>(b)</sup>	no.	555,452	533,762	428,985	453,400	
Certificate III and below	no.	392,935	357,479	273,751	296,200	
Certificate IV and above	no.	162,517	176,283	155,234	157,200	
Enrolments of students with a disability <sup>(b)</sup>	no.	55,307	52,057	41,790	44,600	
Enrolments of Indigenous students <sup>(b)</sup>	no.	36,953	37,491	32,985	35,500	
Graduates satisfied with overall quality of all TAFE training	%	88.9	89.1	88.5	89.0	
	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees: <sup>(c)</sup></b>	FTE	13,108	11,375	11,547	10,696	10,470
				2015-16 Budget \$000	2015-16 Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				1,991,545	1,723,692	1,816,750
Total expenses include the following:						
Employee related				1,228,187	1,142,173	1,138,146
Other operating expenses				625,616	438,877	532,295
Capital Expenditure				101,128	55,085	97,128

(a) Service measures have been updated from prior years.

(b) Data are based on the National Centre for Vocational Education Research (NCVER) counting rules and exclude higher education enrolments. In 2013 and 2014 students facing a disadvantage were enrolled in separate Learner and Tutorial Support courses. From 2015, these are no longer captured as additional enrolments but funded separately as a community service obligation or through a loading provided in the Smart and Skilled price.

(c) The FTE figures have been rebased due to a revised methodology and new information systems.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,228,187	1,142,173	1,138,146
Other operating expenses	625,616	438,877	532,295
Depreciation and amortisation	137,742	142,642	146,309
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,991,545</b>	<b>1,723,692</b>	<b>1,816,750</b>
<b>Revenue</b>			
Sales of goods and services	528,970	478,549	477,100
Investment revenue	9,547	9,547	8,264
Grants and contributions	1,303,551	1,117,030	1,184,852
Acceptance by Crown Entity of employee benefits and other liabilities	62,136	55,958	59,087
Other revenue	1,593	8,395	74
<b>Total Revenue</b>	<b>1,905,797</b>	<b>1,669,479</b>	<b>1,729,377</b>
Gain/(loss) on disposal of non current assets	...	251	(5,420)
Other gains/(losses)	...	(11,717)	(10,700)
<b>Net Result</b>	<b>(85,748)</b>	<b>(65,679)</b>	<b>(103,493)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	415,388	533,238	529,916
Receivables	56,289	80,915	80,915
Other financial assets	160	...	...
<b>Total Current Assets</b>	<b>471,837</b>	<b>614,153</b>	<b>610,831</b>
<b>Non Current Assets</b>			
Receivables	3,285	4,441	4,441
Other financial assets	286	335	335
Property, plant and equipment -			
Land and building	4,349,855	4,594,409	4,501,062
Plant and equipment	12,799	29,667	22,357
Intangibles	79,887	43,452	47,638
<b>Total Non Current Assets</b>	<b>4,446,112</b>	<b>4,672,304</b>	<b>4,575,833</b>
<b>Total Assets</b>	<b>4,917,949</b>	<b>5,286,457</b>	<b>5,186,664</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	113,177	76,922	80,627
Provisions	109,192	90,062	90,057
Other	225,162	398,002	398,002
<b>Total Current Liabilities</b>	<b>447,531</b>	<b>564,986</b>	<b>568,686</b>
<b>Non Current Liabilities</b>			
Provisions	1,732	2,873	2,873
<b>Total Non Current Liabilities</b>	<b>1,732</b>	<b>2,873</b>	<b>2,873</b>
<b>Total Liabilities</b>	<b>449,263</b>	<b>567,859</b>	<b>571,559</b>
<b>Net Assets</b>	<b>4,468,686</b>	<b>4,718,598</b>	<b>4,615,105</b>
<b>Equity</b>			
Reserves	2,801,388	3,101,200	3,101,200
Accumulated funds	1,667,298	1,617,398	1,513,905
<b>Total Equity</b>	<b>4,468,686</b>	<b>4,718,598</b>	<b>4,615,105</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,199,051	1,119,215	1,075,359
Other	625,616	438,877	532,295
<b>Total Payments</b>	<b>1,824,667</b>	<b>1,558,092</b>	<b>1,607,654</b>
<b>Receipts</b>			
Sale of goods and services	528,970	478,342	477,100
Interest received	9,547	9,547	8,264
Grants and contributions	1,303,501	1,116,835	1,184,801
Other	1,643	8,560	125
<b>Total Receipts</b>	<b>1,843,661</b>	<b>1,613,284</b>	<b>1,670,290</b>
<b>Net Cash Flows From Operating Activities</b>	<b>18,994</b>	<b>55,192</b>	<b>62,636</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	531	31,170
Purchases of property, plant and equipment	(81,872)	(44,223)	(75,593)
Other	(19,256)	(220,862)	(21,535)
<b>Net Cash Flows From Investing Activities</b>	<b>(101,128)</b>	<b>(264,554)</b>	<b>(65,958)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(82,134)</b>	<b>(209,362)</b>	<b>(3,322)</b>
Opening Cash and Cash Equivalents	497,522	742,600	533,238
<b>Closing Cash and Cash Equivalents</b>	<b>415,388</b>	<b>533,238</b>	<b>529,916</b>
<b>Cash Flow Reconciliation</b>			
Net result	(85,748)	(65,679)	(103,493)
Non cash items added back	137,742	154,212	157,009
Change in operating assets and liabilities	(33,000)	(33,341)	9,120
<b>Net Cash Flows From Operating Activities</b>	<b>18,994</b>	<b>55,192</b>	<b>62,636</b>

## Local Land Services

### Financial Statements

#### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	86,735	87,539	80,666
Other operating expenses	34,999	41,136	36,451
Depreciation and amortisation	2,720	2,903	2,227
Grants and subsidies	37,240	32,132	40,078
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>161,694</b>	<b>163,710</b>	<b>159,422</b>
<b>Revenue</b>			
Sales of goods and services	5,500	5,500	7,814
Investment revenue	1,200	1,200	600
Retained taxes, fees and fines	37,700	38,810	39,958
Grants and contributions	29,251	29,262	44,025
Acceptance by Crown Entity of employee benefits and other liabilities	2,494	3,298	2,900
Other revenue	45,927	45,890	41,290
<b>Total Revenue</b>	<b>122,072</b>	<b>123,960</b>	<b>136,587</b>
Gain/(loss) on disposal of non current assets	...	(36)	...
<b>Net Result</b>	<b>(39,622)</b>	<b>(39,786)</b>	<b>(22,835)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	48,170	54,747	57,725
Receivables	10,358	20,109	11,850
Inventories	1,685	1,450	1,300
Assets held for sale	...	200	...
<b>Total Current Assets</b>	<b>60,213</b>	<b>76,506</b>	<b>70,875</b>
<b>Non Current Assets</b>			
Inventories	26	...	...
Property, plant and equipment -			
Land and building	458,996	462,136	442,002
Plant and equipment	4,670	3,519	2,900
Infrastructure systems	24,030	24,670	24,918
Intangibles	1,183	1,065	1,015
<b>Total Non Current Assets</b>	<b>488,905</b>	<b>491,390</b>	<b>470,835</b>
<b>Total Assets</b>	<b>549,118</b>	<b>567,896</b>	<b>541,710</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	12,865	24,014	20,440
Provisions	10,250	13,644	14,503
Other	853	1,985	1,500
<b>Total Current Liabilities</b>	<b>23,968</b>	<b>39,643</b>	<b>36,443</b>
<b>Non Current Liabilities</b>			
Provisions	8,062	3,624	3,624
Other	1,000	851	700
<b>Total Non Current Liabilities</b>	<b>9,062</b>	<b>4,475</b>	<b>4,324</b>
<b>Total Liabilities</b>	<b>33,030</b>	<b>44,118</b>	<b>40,767</b>
<b>Net Assets</b>	<b>516,088</b>	<b>523,778</b>	<b>500,943</b>
<b>Equity</b>			
Reserves	...	1,058	1,058
Accumulated funds	516,088	522,720	499,885
<b>Total Equity</b>	<b>516,088</b>	<b>523,778</b>	<b>500,943</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	84,241	84,242	76,907
Grants and subsidies	37,240	32,132	40,078
Other	35,456	41,785	40,028
<b>Total Payments</b>	<b>156,937</b>	<b>158,159</b>	<b>157,013</b>
<b>Receipts</b>			
Sale of goods and services	5,500	5,500	7,814
Interest received	1,200	1,200	600
Retained taxes, fees and fines	37,700	38,810	39,958
Grants and contributions	29,251	29,251	44,025
Other	45,927	46,094	49,066
<b>Total Receipts</b>	<b>119,578</b>	<b>120,855</b>	<b>141,463</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(37,359)</b>	<b>(37,304)</b>	<b>(15,550)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	583	18,827
Purchases of property, plant and equipment	(5,343)	(1,162)	(299)
<b>Net Cash Flows From Investing Activities</b>	<b>(5,343)</b>	<b>(579)</b>	<b>18,528</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(42,702)</b>	<b>(37,883)</b>	<b>2,978</b>
Opening Cash and Cash Equivalents	90,872	92,630	54,747
<b>Closing Cash and Cash Equivalents</b>	<b>48,170</b>	<b>54,747</b>	<b>57,725</b>
<b>Cash Flow Reconciliation</b>			
Net result	(39,622)	(39,786)	(22,835)
Non cash items added back	2,720	2,903	2,227
Change in operating assets and liabilities	(457)	(421)	5,058
<b>Net Cash Flows From Operating Activities</b>	<b>(37,359)</b>	<b>(37,304)</b>	<b>(15,550)</b>



**Financial Statements****Operating Statement**

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	19,718	19,963	19,704
Depreciation and amortisation	1,047	1,047	1,073
Grants and subsidies	438	548	560
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>21,203</b>	<b>21,558</b>	<b>21,337</b>
<b>Revenue</b>			
Sales of goods and services	2,382	2,672	2,205
Investment revenue	611	450	450
Retained taxes, fees and fines	7,353	7,579	7,668
Grants and contributions	9,436	9,436	9,056
<b>Total Revenue</b>	<b>19,782</b>	<b>20,137</b>	<b>19,379</b>
<b>Net Result</b>	<b>(1,421)</b>	<b>(1,421)</b>	<b>(1,958)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	21,770	23,729	21,289
Receivables	1,416	1,149	1,204
<b>Total Current Assets</b>	<b>23,186</b>	<b>24,878</b>	<b>22,493</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	9,849	10,368	10,595
Plant and equipment	1,689	473	323
Intangibles	2,874	2,410	2,760
<b>Total Non Current Assets</b>	<b>14,412</b>	<b>13,251</b>	<b>13,678</b>
<b>Total Assets</b>	<b>37,598</b>	<b>38,129</b>	<b>36,171</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,205	954	954
Provisions	4,090	4,672	4,672
Other	700	495	495
<b>Total Current Liabilities</b>	<b>5,995</b>	<b>6,121</b>	<b>6,121</b>
<b>Non Current Liabilities</b>			
Other	18,313	19,783	19,783
<b>Total Non Current Liabilities</b>	<b>18,313</b>	<b>19,783</b>	<b>19,783</b>
<b>Total Liabilities</b>	<b>24,308</b>	<b>25,904</b>	<b>25,904</b>
<b>Net Assets</b>	<b>13,290</b>	<b>12,225</b>	<b>10,267</b>
<b>Equity</b>			
Reserves	1,862	4,298	4,298
Accumulated funds	11,428	7,927	5,969
<b>Total Equity</b>	<b>13,290</b>	<b>12,225</b>	<b>10,267</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	438	548	560
Other	21,168	21,813	21,554
<b>Total Payments</b>	<b>21,606</b>	<b>22,361</b>	<b>22,114</b>
<b>Receipts</b>			
Sale of goods and services	2,382	2,672	2,205
Interest received	611	450	450
Retained taxes, fees and fines	1,000	1,100	1,100
Grants and contributions	9,436	9,436	9,056
Other	7,803	8,313	8,363
<b>Total Receipts</b>	<b>21,232</b>	<b>21,971</b>	<b>21,174</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(374)</b>	<b>(390)</b>	<b>(940)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	350	...
Purchases of property, plant and equipment	(550)	(276)	(550)
Other	(550)	(824)	(950)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,100)</b>	<b>(750)</b>	<b>(1,500)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,474)</b>	<b>(1,140)</b>	<b>(2,440)</b>
Opening Cash and Cash Equivalents	23,244	24,869	23,729
<b>Closing Cash and Cash Equivalents</b>	<b>21,770</b>	<b>23,729</b>	<b>21,289</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,421)	(1,421)	(1,958)
Non cash items added back	1,047	1,047	1,073
Change in operating assets and liabilities	...	(16)	(55)
<b>Net Cash Flows From Operating Activities</b>	<b>(374)</b>	<b>(390)</b>	<b>(940)</b>

**Financial Statements**

**Operating Statement**

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	...	3,910	3,246
Depreciation and amortisation	...	698	680
Grants and subsidies	...	9,849	1,718
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	<b>14,457</b>	<b>5,644</b>
<b>Revenue</b>			
Sales of goods and services	...	4,734	4,811
Investment revenue	...	1,423	1,438
Retained taxes, fees and fines	...	1,568	1,440
Grants and contributions	...	508	156
Other revenue	...	56	...
<b>Total Revenue</b>	...	<b>8,289</b>	<b>7,845</b>
Gain/(loss) on disposal of non current assets	...	53	(2,000)
Other gains/(losses)	...	77	(200)
<b>Net Result</b>	...	<b>(6,038)</b>	<b>1</b>

(a) This entity is now disclosed separately for reporting in Budget Paper No. 3. The agency was previously reported within the general government sector consolidated financial statements.

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	34,795	31,492
Receivables	...	3,649	3,609
<b>Total Current Assets</b>	...	<b>38,444</b>	<b>35,101</b>
<b>Non Current Assets</b>			
Receivables	...	10,447	10,659
Property, plant and equipment - Land and building	...	355,587	352,407
<b>Total Non Current Assets</b>	...	<b>366,034</b>	<b>363,066</b>
<b>Total Assets</b>	...	<b>404,478</b>	<b>398,167</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	9,126	2,822
Provisions	...	1,008	1,000
<b>Total Current Liabilities</b>	...	<b>10,134</b>	<b>3,822</b>
<b>Total Liabilities</b>	...	<b>10,134</b>	<b>3,822</b>
<b>Net Assets</b>	...	<b>394,344</b>	<b>394,345</b>
<b>Equity</b>			
Reserves	...	50,702	50,702
Accumulated funds	...	343,642	343,643
<b>Total Equity</b>	...	<b>394,344</b>	<b>394,345</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	...	402	1,718
Other	...	3,435	10,168
<b>Total Payments</b>	...	<b>3,837</b>	<b>11,886</b>
<b>Receipts</b>			
Sale of goods and services	...	3,587	4,955
Interest received	...	1,423	1,438
Grants and contributions	...	40	80
Other	...	2,854	1,618
<b>Total Receipts</b>	...	<b>7,904</b>	<b>8,091</b>
<b>Net Cash Flows From Operating Activities</b>	...	<b>4,067</b>	<b>(3,795)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	53	500
Purchases of investments	...	(53)	...
Other	...	29,720	...
<b>Net Cash Flows From Investing Activities</b>	...	<b>29,720</b>	<b>500</b>
<b>Cash Flows From Financing Activities</b>			
Other	...	1,008	(8)
<b>Net Cash Flows From Financing Activities</b>	...	<b>1,008</b>	<b>(8)</b>
<b>Net Increase/(Decrease) in Cash</b>	...	<b>34,795</b>	<b>(3,303)</b>
Opening Cash and Cash Equivalents	...	...	34,795
<b>Closing Cash and Cash Equivalents</b>	...	<b>34,795</b>	<b>31,492</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	(6,038)	1
Non cash items added back	...	10,108	680
Change in operating assets and liabilities	...	(3)	(4,476)
<b>Net Cash Flows From Operating Activities</b>	...	<b>4,067</b>	<b>(3,795)</b>

Financial Statements

Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	63,385	62,176	74,059
Depreciation and amortisation	13,337	13,337	13,020
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>76,722</b>	<b>75,513</b>	<b>87,079</b>
<b>Revenue</b>			
Sales of goods and services	57,000	57,000	57,000
Grants and contributions	7,500	6,284	17,784
<b>Total Revenue</b>	<b>64,500</b>	<b>63,284</b>	<b>74,784</b>
Gain/(loss) on disposal of non current assets	...	(83)	...
Other gains/(losses)	...	180	...
<b>Net Result</b>	<b>(12,222)</b>	<b>(12,132)</b>	<b>(12,295)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Other	2,953	11,605	5,439
<b>Total Current Assets</b>	<b>2,953</b>	<b>11,605</b>	<b>5,439</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	28,839	14,298	14,246
Plant and equipment	(3,877)	1,900	1,512
Infrastructure systems	672,783	810,526	798,026
Intangibles	...	707	627
<b>Total Non Current Assets</b>	<b>697,745</b>	<b>827,431</b>	<b>814,411</b>
<b>Total Assets</b>	<b>700,698</b>	<b>839,036</b>	<b>819,850</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Other	...	6,891	...
<b>Total Current Liabilities</b>	<b>...</b>	<b>6,891</b>	<b>...</b>
<b>Non Current Liabilities</b>			
<b>Total Liabilities</b>	<b>...</b>	<b>6,891</b>	<b>...</b>
<b>Net Assets</b>	<b>700,698</b>	<b>832,145</b>	<b>819,850</b>
<b>Equity</b>			
Reserves	17,816	147,148	147,148
Accumulated funds	682,882	684,997	672,702
<b>Total Equity</b>	<b>700,698</b>	<b>832,145</b>	<b>819,850</b>



## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	64,500	60,208	67,893
<b>Total Payments</b>	<b>64,500</b>	<b>60,208</b>	<b>67,893</b>
<b>Receipts</b>			
Sale of goods and services	57,000	57,000	57,000
Grants and contributions	7,500	6,284	17,784
Other	...	(4,600)	(6,891)
<b>Total Receipts</b>	<b>64,500</b>	<b>58,684</b>	<b>67,893</b>
<b>Net Cash Flows From Operating Activities</b>	<b>...</b>	<b>(1,524)</b>	<b>...</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	1,524	...
<b>Net Cash Flows From Investing Activities</b>	<b>...</b>	<b>1,524</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Cash Flow Reconciliation</b>			
Net result	(12,222)	(12,132)	(12,295)
Non cash items added back	13,337	13,157	13,020
Change in operating assets and liabilities	(1,115)	(2,549)	(725)
<b>Net Cash Flows From Operating Activities</b>	<b>...</b>	<b>(1,524)</b>	<b>...</b>

## 7. JUSTICE CLUSTER

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>Department of Justice</b>						
Service Group <sup>(a)</sup>						
Justice Services .....	316.8	328.7	3.8	12.6	16.4	30.2
Justice Policy and Performance .....	42.8	37.3	(12.9)	...	...	...
Emergency Management .....	110.6	150.5	36.0	0.1	0.1	...
Liquor and Gaming .....	83.8	78.8	(6.0)	0.5	0.5	...
Arts and Culture .....	77.2	84.4	9.4	2.9	25.0	754.2
Courts and Tribunal Judiciary Services .....	222.5	213.5	(4.1)	...	...	...
Courts and Tribunal Operations .....	350.6	321.7	(8.2)	89.0	136.6	53.5
Corrective Services .....	1,255.2	1,371.4	9.3	97.9	1,101.8	1,024.9
Juvenile Justice .....	199.4	199.7	0.2	2.9	2.9	...
Business and Personnel Services .....	74.8	68.3	(8.6)	...	...	...
Cluster Grant Funding .....	3,754.0	3,922.8	4.5	...	...	...
<b>Total</b>	<b>6,487.5</b>	<b>6,777.1</b>	<b>4.5</b>	<b>205.9</b>	<b>1,283.3</b>	<b>523.2</b>
<b>Crown Solicitor's Office</b>						
Service Group						
Crown Solicitor's Office .....	49.0	52.4	7.0	0.6	5.2	839.1
<b>Total</b>	<b>49.0</b>	<b>52.4</b>	<b>7.0</b>	<b>0.6</b>	<b>5.2</b>	<b>839.1</b>
<b>Fire and Rescue NSW</b>						
Service Group						
Community Safety .....	36.1	36.4	0.9	3.4	2.5	(24.3)
Emergency Management .....	411.5	411.2	(0.1)	36.4	27.5	(24.3)
Operational Preparedness .....	246.0	245.5	(0.2)	22.3	16.9	(24.3)
<b>Total</b>	<b>693.6</b>	<b>693.2</b>	<b>(0.1)</b>	<b>62.1</b>	<b>47.0</b>	<b>(24.3)</b>
<b>Independent Liquor and Gaming Authority</b>						
Service Group						
Casino Supervision and Liquor and Gaming Related Services .....	11.9	12.9	9.0	0.0	0.1	233.3
<b>Total</b>	<b>11.9</b>	<b>12.9</b>	<b>9.0</b>	<b>0.0</b>	<b>0.1</b>	<b>233.3</b>
<b>Information and Privacy Commission</b>						
Service Group						
Information and Privacy Commission .....	5.6	5.5	(2.4)	0.2	0.2	(38.5)
<b>Total</b>	<b>5.6</b>	<b>5.5</b>	<b>(2.4)</b>	<b>0.2</b>	<b>0.2</b>	<b>(38.5)</b>
<b>Legal Aid Commission of New South Wales</b>						
Service Group						
Criminal Law Services .....	128.3	124.7	(2.8)	1.9	1.9	2.1
Civil Law Services .....	38.2	36.7	(4.0)	1.0	1.0	(4.3)
Family Law Services .....	78.1	79.1	1.3	1.4	1.4	1.3
Community Partnerships .....	34.2	37.8	10.6	0.1	0.1	(15.8)
<b>Total</b>	<b>278.8</b>	<b>278.4</b>	<b>(0.2)</b>	<b>4.4</b>	<b>4.4</b>	<b>...</b>
<b>New South Wales Crime Commission</b>						
Service Group						
Criminal Investigations and Confiscation of Assets .....	24.0	25.1	4.8	1.6	1.8	12.1
<b>Total</b>	<b>24.0</b>	<b>25.1</b>	<b>4.8</b>	<b>1.6</b>	<b>1.8</b>	<b>12.1</b>

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>NSW Police Force <sup>(b)</sup></b>						
Service Group						
Community Support .....	1,748.2	1,707.3	(2.3)	69.9	111.1	58.9
Criminal Investigation .....	1,075.0	1,075.9	0.1	43.0	68.0	58.3
Traffic and Commuter Services .....	380.0	415.7	9.4	15.2	24.1	58.5
Judicial Support .....	227.1	228.2	0.5	9.1	14.7	62.3
<b>Total</b>	<b>3,430.2</b>	<b>3,427.1</b>	<b>(0.1)</b>	<b>137.1</b>	<b>217.9</b>	<b>58.9</b>
<b>Office of the NSW Rural Fire Service</b>						
Service Group						
Community Safety .....	13.3	14.5	8.4	1.0	0.0	(95.3)
Emergency Bush Fire Response Operations .....	276.9	301.1	8.7	8.3	13.0	55.8
Operational and Administrative Support .....	62.8	56.9	(9.3)	1.7	5.3	211.6
<b>Total</b>	<b>353.0</b>	<b>372.4</b>	<b>5.5</b>	<b>11.0</b>	<b>18.3</b>	<b>66.8</b>
<b>Office of the NSW State Emergency Service</b>						
Service Group						
Community and Organisational Preparedness ...	19.9	20.8	4.5	...	...	...
Emergency Management .....	72.9	88.5	21.5	17.3	36.8	112.6
<b>Total</b>	<b>92.8</b>	<b>109.3</b>	<b>17.9</b>	<b>17.3</b>	<b>36.8</b>	<b>112.6</b>
<b>Art Gallery of New South Wales</b>						
<b>Total</b>	<b>43.1</b>	<b>42.5</b>	<b>(1.4)</b>	<b>21.7</b>	<b>8.7</b>	<b>(59.8)</b>
<b>Australian Museum</b>						
<b>Total</b>	<b>45.4</b>	<b>43.3</b>	<b>(4.6)</b>	<b>4.6</b>	<b>14.1</b>	<b>204.5</b>
<b>Museum of Applied Arts and Sciences</b>						
<b>Total</b>	<b>47.1</b>	<b>48.5</b>	<b>3.0</b>	<b>22.3</b>	<b>15.9</b>	<b>(28.5)</b>
<b>NSW Trustee and Guardian</b>						
<b>Total</b>	<b>93.5</b>	<b>98.7</b>	<b>5.6</b>	<b>7.3</b>	<b>27.1</b>	<b>270.1</b>
<b>State Library of New South Wales</b>						
<b>Total</b>	<b>92.1</b>	<b>92.4</b>	<b>0.3</b>	<b>21.4</b>	<b>21.9</b>	<b>2.0</b>
<b>Judicial Commission of New South Wales</b>						
Service Group						
Education, Sentencing and Complaints .....	6.0	6.7	11.8	0.2	1.9	1,166.7
<b>Total</b>	<b>6.0</b>	<b>6.7</b>	<b>11.8</b>	<b>0.2</b>	<b>1.9</b>	<b>1,166.7</b>
<b>Office of the Director of Public Prosecutions</b>						
Service Group						
Prosecutions .....	119.7	129.0	7.8	2.9	3.0	1.9
Victim and Witness Assistance .....	7.3	7.7	6.0	0.1	0.1	(43.4)
<b>Total</b>	<b>127.0</b>	<b>136.7</b>	<b>7.7</b>	<b>3.1</b>	<b>3.1</b>	<b>...</b>
<b>Police Integrity Commission</b>						
Service Group						
Investigations, Research and Complaint Management .....	18.1	21.9	21.1	0.4	2.0	400.0
<b>Total</b>	<b>18.1</b>	<b>21.9</b>	<b>21.1</b>	<b>0.4</b>	<b>2.0</b>	<b>400.0</b>

(a) Following a restructure of the Department's service groups in 2015-16, the methodology to allocate corporate expenses was changed. This has resulted in variances in expenditure across the Department of Justice service groups in 2016-17.

(b) In 2016-17, death and disability and worker's compensation premiums are \$28 million lower than the 2015-16 Revised expenses as a result of reforms to the Police Death and Disability Scheme. When adjusted to remove this impact, the Police budget in 2016-17 is growing.

## Introduction

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The Justice cluster delivers legal, justice, law enforcement and emergency services. The cluster also supports the hospitality, racing, arts and cultural sectors. The Justice cluster is the lead cluster delivering the Premier's and State Priorities to:

- stabilise or reduce reported violent crime rates in Local Government Areas by 2019
- reduce the proportion of domestic violence offenders re-offending within 12 months by 5 per cent by 2019
- reduce adult re-offending by 5 per cent by 2019
- increase attendance at cultural venues and events in New South Wales by 15 per cent by 2019.

The Justice cluster supports the New South Wales legal system and delivers law enforcement and emergency services by:

- delivering legal, court and supervision services
- providing community-based policing services
- investigating serious and organised crime
- coordinating firefighting and promoting fire prevention and mitigation
- coordinating storm and flood relief and mitigation
- educating, training and preparing communities to deal with emergencies.

The cluster supports hospitality, racing, arts and culture in New South Wales by:

- developing the State's arts and cultural sectors through Arts NSW, Screen NSW and the State's cultural institutions
- regulating casinos and licensing liquor, gaming, racing and registered club industries.

## Services

The cluster's key services, which are delivered in partnership with the non-government sector, include:

### Legal and Justice

- providing legal, professional and regulatory services, and advising the Government on law and legal matters, and justice and legal reforms
- administering courts, tribunals and community justice centres
- implementing programs to reduce re-offending risks, prevent crime and divert, support and rehabilitate offenders
- managing correctional centres and offenders in the community
- facilitating youth justice conferences and community-based services for young offenders
- rehabilitating young offenders in detention
- providing information, support and training to agencies and the public on privacy and access matters, and ensuring agencies comply with the relevant Acts
- providing criminal, civil and family law services to the people of New South Wales
- supporting community legal centres to provide legal assistance in local communities, and providing services to help people seeking protection from domestic violence.

## Law Enforcement and Emergency Services

- providing a law enforcement response to incidents, emergencies and public events
- preventing, detecting and investigating crime, analysing forensics and dealing with alleged offenders
- patrolling roads and public transport corridors, investigating major vehicle crashes, detecting traffic and transport offences, and supervising peak traffic flows
- prosecuting offenders, presenting evidence at court, transporting and guarding people under police supervision, and supporting victims and witnesses
- gathering and sharing evidence, intelligence and expertise with other law enforcement and prosecuting agencies
- undertaking litigation for restraining orders, assets forfeiture orders, proceeds assessment orders and unexplained wealth orders for the proceeds of crime
- promoting preparedness, mitigation and resilience, and delivering emergency management, recovery and welfare services during natural disasters.

## Liquor, Gaming and Racing

- developing policy, fostering business opportunities, encouraging participation and funding programs for the hospitality and racing industries
- licensing, supervising, controlling and monitoring legal casino gaming, and conducting statutory investigations of casino operations
- regulatory and compliance work for the liquor, gaming and racing industries.

## Arts

- supporting the screen, arts and cultural sectors by developing policy, fostering business opportunities, encouraging participation, funding programs and providing infrastructure
- acquiring, maintaining and displaying art, natural history and cultural collections, and providing library services, exhibitions, public programs and online services.

## 2016-17 Budget Highlights

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In 2016-17, the Department of Justice will spend \$8.1 billion (\$6.8 billion recurrent and \$1.3 billion capital) delivering services and implementing key reforms across the cluster, including the provision of grants to cluster agencies.

In 2016-17, the cluster's key initiatives include:

### Legal and Justice Services

- \$570 million (\$463 million recurrent and \$107 million capital) over four years to support comprehensive reform of the justice system. This package contains immediate measures to reduce demand on courts and prisons and systemic reforms to support the Premier's Priority to reduce re-offending. Specific measures include:
  - additional resources for the District Court, including more judges and case management initiatives
  - strengthening offender management and community programs to improve community safety and confidence in the justice system and support the State Priority to reduce adult re-offending rates in NSW by 5 per cent by 2019
  - measures to increase the efficiency of the justice system, including changes designed to speed up court processes
  - upgrades to digital information and case management systems used by Justice agencies

- as part of the Premier's Priority to support Specialist Domestic and Family Violence services to address and reduce domestic and family violence re-offending:
  - \$25 million over four years for the establishment of NSW Police Domestic Family Violence High Risk Offender Teams in all six police regions and deploying Domestic Violence Liaison Officers
  - \$19.5 million over two years for the creation of behaviour change interventions for high risk domestic violence offenders
- \$34 million over four years for the Women's Domestic Violence Court Advocacy Program plus an additional \$6.3 million over four years to meet unmet demand to respond to police referrals
- \$9.6 million in 2016-17 for the relocation and upgrade of NSW Civil and Administrative Tribunal facilities
- \$5.2 million in 2016-17 to support continued provision of an additional 40 sheriff officers at NSW Court Houses.

## Corrective Services

- \$3.8 billion (\$2.2 billion capital and \$1.6 billion recurrent) over four years to fund the Prison Bed Capacity Program which will provide immediate, medium and long-term prison capacity of about 7,000 prison beds
- \$185 million over four years to expand the existing Parklea Correctional Centre by 650 beds
- capital funding over four years for the construction of a new 1,700 bed facility in Grafton<sup>1</sup>.

## The Arts

Key initiatives and funding in 2016-17 to support the State Priority of increasing cultural venue and event attendance include:

- \$194 million in 2016-17 recurrent grants to State cultural institutions to enhance cultural, creative and recreational opportunities and to develop the cultural heritage of New South Wales, including:
  - \$2.1 million funding increase over two years for NSW public libraries under the State Library of NSW Public Library Funding Strategy
- \$78 million in 2016-17 for cultural infrastructure projects and upgrades including:
  - \$12 million (as part of a \$129 million package over four years) for the construction of new and upgraded production, studio, rehearsal and performance venues at the Walsh Bay Arts Precinct
  - \$12 million for the Sydney Opera House to design upgrades to entry points and foyers, new creative learning and function centres, and improvements to the Concert Hall as part of Stage 1 of the Opera House's Decade of Renewal
  - \$1.0 million (as part of a \$3.4 million package over three years) for building upgrades at the Art Gallery of New South Wales
  - \$3.0 million for the refurbishment of the Australian Museum Long Gallery
- \$20 million over two years for major Australian TV drama projects and investment attraction of international film and TV, with a focus on promotion of New South Wales and increasing skills and employment in the screen sector. Administration of the funding is the responsibility of Screen NSW and funding is initially allocated to the Department of Industry, Skills and Regional Development.

## NSW Police Force

Key initiatives and funding in 2016-17 to support the Premier's Priority to stabilise or reduce violent crime across Local Government Areas:

- \$57 million in 2016-17 for police station development including election commitment works to provide renovated and rebuilt facilities at Gunnedah, Bay and Basin, Queanbeyan and Mount Druitt

<sup>1</sup> Funding amount is commercial-in-confidence

- \$36 million in 2016-17 to continue implementation of the \$100 million Policing for Tomorrow Technology Fund announced at Budget 2015-16. This will provide the NSW Police Force with the most advanced technology available
- \$29 million over five years to improve marine safety through the upgrade and replacement of the Marine Area Command vessel fleet
- \$22 million in 2016-17 for the purchase and replacement of critical investigation and operational equipment to maintain policing effectiveness and community safety
- \$13 million in 2016-17 to strengthen the NSW Police Force air support and counter terrorism capability, including the purchase of a new fixed wing aircraft and the replacement of two ageing aircraft
- \$6.0 million in 2016-17 to improve officer safety through the provision of integrated light armoured vests
- \$4.0 million in 2016-17 to continue a \$15 million development of new Dog Unit command facilities in Western Sydney.

### **Emergency Management and Operations**

- \$14 million in 2017-18 to establish a new headquarters for the NSW Rural Fire Service for the state-wide management and coordination of bushfire emergencies
- \$11 million over three years for water safety projects to reduce the incidence of drowning across New South Wales with a focus on known high-risk geographic locations, population groups and activities. This includes \$760,000 for the introduction of mandatory life jackets for rock fishers in high-risk locations
- \$6.4 million additional funding in 2016-17 to relocate the NSW State Emergency Service headquarters within the Illawarra region
- \$1.0 million in 2016-17 to support the development of a business case for a multi-agency emergency management operations complex to support coordination of the emergency services agencies in emergency and counter-disaster response.

### **Natural Disaster Response Capacity**

- \$120 million to fund natural disaster response and recovery expenditure. This is an ongoing commitment of government.

## Service Group Statements

### Justice Services <sup>(a)</sup>

**Service description:** This service group covers the regulation of the activities of professional groups and statutory offices, collection of statistical information and research on crime, privacy services, legal assistance and representation, and investigation and resolution of complaints, as well as services to victims of crime. It also covers the provision of an accurate, consistent, equitable and secure system for the NSW Registry of Births, Deaths & Marriages (RBDM).

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Anti-discrimination complaints closed	no.	1,104	1,217	1,100	900	900
Victims Compensation Tribunal applications received	no.	10,489	13,061	15,300	16,203	20,173
Higher Court matters completed by Public Defenders	no.	756	788	800	760	825
RBDM customer transaction volumes (applications and registrations)	no.	677,102	796,031	695,000	802,400	812,300
Compliance with RBDM Guarantee of Service (standard certificate applications)	%	99	71	100	90	90
<b>Employees:</b> <sup>(b)</sup>	FTE	495	482	446	422	422

		2015-16		2016-17
		Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses <sup>(c)</sup>		262,851	316,751	328,673
Total expenses include the following:				
Employee related		68,708	50,465	111,382
Other operating expenses		79,822	77,472	105,034
Grants and subsidies		90,931	172,590	93,305
Other expenses		16,755	11,309	13,864
Capital Expenditure		15,362	12,625	16,434

(a) Justice Services is a new service group. It is a combination of the former Registry of Births, Deaths and Marriages, Legal Policy and Regulatory Services and some functions of the former Crime Prevention and Community Services service groups. Service measures and financial indicators prior to 2016-17 are from these service groups and are provided for information and comparison only.

(b) This Budget announces \$570 million over four years to support comprehensive reform of the justice system. This includes \$94 million recurrent expenditure in 2016-17. The funding package has been notionally apportioned across all Departmental service groups. Service group expenditure and FTEs will be subject to change once the allocation of the reform package and FTE impacts are finalised.

(c) Following a restructure of the Department's service groups in 2015-16, the methodology to allocate corporate expenses was changed. This has resulted in a variance in expenditure across all Departmental service groups in 2016-17.



**Justice Policy and Performance <sup>(a)</sup>**

**Service description:** This service group covers the provision of advice to the Government on law and justice and the development and implementation of legislation, legal reforms, evidence-based policies and justice programs.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Proposals for legislative reform considered by Parliament	no.	29	12	20	16	20
Requests for statistical information completed by Bureau of Crime Statistics and Research	no.	751	750	750	750	750
<b>Employees: <sup>(b)</sup></b>	FTE	189	185	171	162	162
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(c)</sup>				12,649	42,822	37,317
Total expenses include the following:						
Employee related				9,945	24,119	24,263
Other operating expenses				1,519	7,422	6,295
Grants and subsidies				944	10,426	5,836

- (a) Justice Policy and Performance is a new service group. It is a combination of some functions of the former Crime Prevention and Community Services service group and Natural Disaster Resilience, Counter Terrorism and Police and Emergency Services Policy service group. Service measures and financial indicators prior to 2016-17 are a combination of some functions of these service groups and are provided for information and comparison only.
- (b) This Budget announces \$570 million over four years to support comprehensive reform of the justice system. This includes \$94 million recurrent expenditure in 2016-17. The funding package has been notionally apportioned across all Departmental service groups. Service group expenditure and FTEs will be subject to change once the allocation of the reform package and FTE impacts are finalised.
- (c) Following a restructure of the Department's service groups in 2015-16, the methodology to allocate corporate expenses was changed. This has resulted in a variance in expenditure across all Departmental service groups in 2016-17.

## Emergency Management <sup>(a)</sup>

**Service description:** This service group covers the improvement of emergency management through the prevention, preparedness, responses and recovery phases by sector reform, capability development and direct operations.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Cabinet minutes developed	no.	32	32	30	30	30
Replies to letters	no.	8,374	6,492	5,000	4,200	5,000
Disaster resilience grants schemes administered	no.	8	8	8	8	8
Support to emergency management operations	no.	97	99	140	39	140
<b>Employees: <sup>(b)</sup></b>	FTE	81	83	80	80	84
				-----2015-16-----		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(c)</sup>				178,630	110,605	150,476
Total expenses include the following:						
Employee related				11,850	12,852	12,728
Other operating expenses				9,151	11,621	9,367
Grants and subsidies				157,072	85,506	127,725
<b>Capital Expenditure</b>				95	94	94

(a) Emergency Management is a new service group. It contains some functions of the former Natural Disaster Resilience, Counter Terrorism and Police and Emergency Services Policy service group. Service measures and financial indicators prior to 2016-17 are from these service groups and are provided for information and comparison only.

(b) This Budget announces \$570 million over four years to support comprehensive reform of the justice system. This includes \$94 million recurrent expenditure in 2016-17. The funding package has been notionally apportioned across all Departmental service groups. Service group expenditure and FTEs will be subject to change once the allocation of the reform package and FTE impacts are finalised.

(c) Following a restructure of the Department's service groups in 2015-16, the methodology to allocate corporate expenses was changed. This has resulted in a variance in expenditure across all Departmental service groups in 2016-17.

**Liquor and Gaming** <sup>(a)</sup>

**Service description:** This service group covers the licensing, regulation and compliance of the liquor, wagering, gaming (including casinos) and registered club industries in NSW.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Regulatory Inspections <sup>(b)</sup>	no.	2,256	2,340	2,000	1,500	2,500
<b>Employees:</b> <sup>(c)</sup>	FTE	n.a.	n.a.	153	153	153
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(d)</sup>				67,176	83,773	78,764
Total expenses include the following:						
Employee related				19,951	28,220	22,921
Other operating expenses				11,328	24,960	14,406
Grants and subsidies				35,567	30,088	40,836
<hr/>						
Capital Expenditure				...	500	500

- (a) Liquor and Gaming is a new service group. It is formed from part of the former Arts, Hospitality and Racing service group. Service measures and financial indicators prior to 2016-17 are from the former Arts, Hospitality and Racing service group and are provided for information and comparison only.
- (b) Regulatory inspections were maintained at a high level over the 2014-15 year in support of government reforms in the liquor sector. Inspection numbers reduced in 2015-16 as a result of these reforms. However, these numbers increase in 2016-17 due to an increase in the number of compliance officers and the commencement of regulation of casinos.
- (c) This Budget announces \$570 million over four years to support comprehensive reform of the justice system. This includes \$94 million recurrent expenditure in 2016-17. The funding package has been notionally apportioned across all Departmental service groups. Service group expenditure and FTEs will be subject to change once the allocation of the reform package and FTE impacts are finalised.
- (d) Following a restructure of the Department's service groups in 2015-16, the methodology to allocate corporate expenses was changed. This has resulted in a variance in expenditure across all Departmental service groups in 2016-17.

## Arts and Culture <sup>(a)</sup>

**Service description:** This service group covers Government support to the arts and cultural sector including the development of programs and infrastructure services to support the arts and screen sectors in New South Wales.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Occupation rate for Arts NSW properties <sup>(b)</sup>	%	89	95	96	96	96
<b>Employees:</b> <sup>(c)(d)</sup>	FTE	n.a.	n.a.	40	65	65
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(e)</sup>				78,842	77,164	84,424
Total expenses include the following:						
Employee related				5,789	9,134	8,776
Other operating expenses				7,427	5,791	6,429
Grants and subsidies				59,218	59,376	62,734
<b>Capital Expenditure</b>				5,793	2,930	25,029 <sup>(f)</sup>

(a) Arts and Culture is a new service group. It is formed from part of the former Arts, Hospitality and Racing service group. Service measures and financial indicators prior to 2016-17 are from the former Arts, Hospitality and Racing service group and are provided for information and comparison only.

(b) Arts NSW provides subsidised rental to key not-for-profit arts organisations through its property portfolio as well as grants provided through the Arts and Cultural Development Program (which replaced the Arts Funding Program).

(c) This Budget announces \$570 million over four years to support comprehensive reform of the justice system. This includes \$94 million recurrent expenditure in 2016-17. The funding package has been notionally apportioned across all Departmental service groups. Service group expenditure and FTEs will be subject to change once the allocation of the reform package and FTE impacts are finalised.

(d) The increase in FTE figures and employee expenses from 2015-16 Budget to 2015-16 Revised reflects inclusion of Screen NSW, which previously was not contained in the Arts and Culture service group.

(e) Following a restructure of the Department's service groups in 2015-16, the methodology to allocate corporate expenses was changed. This has resulted in a variance in expenditure across all Departmental service groups in 2016-17.

(f) Capital expenditure in 2016-17 Forecast includes \$21 million for planning and construction work on Walsh Bay.

## Courts and Tribunal Judiciary Services <sup>(a)</sup>

**Service description:** This service group covers the administration of NSW Supreme, District and Local Courts, tribunals and community justice centres.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Cases Finalised:						
Supreme Court	no.	9,333	9,827	9,000	9,664	9,214
District Court	no.	18,297	17,356	18,700	18,500	18,500
Local Court	no.	302,248	304,654	297,158	301,384	298,370
Finalisations per FTE Judicial Officer:						
Supreme Court	no.	187	197	180	193	184
District Court	no.	284	269	295	280	280
Local Court	no.	2,723	2,745	2,726	2,740	2,737
Local Court sittings with uniformed sheriff's officer present	%	70	74	70	75	75
<b>Employees:</b> <sup>(b)</sup>	FTE	500	500	490	496	513
				2015-16		
				Budget \$000	Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(c)</sup>				223,701	222,494	213,474
Total expenses include the following:						
Employee related				183,820	185,732	177,287
Other operating expenses				17,341	17,427	11,952
Grants and subsidies				630	79	165
Other expenses				40	...	40

- (a) Courts and Tribunal Judiciary Services is a new service group. It is formed from part of the former Court and Tribunal Services service group and service measures and financial indicators prior to 2016-17 are provided for information and comparison only.
- (b) This Budget announces \$570 million over four years to support comprehensive reform of the justice system. This includes \$94 million recurrent expenditure in 2016-17. The funding package has been notionally apportioned across all Departmental service groups. Service group expenditure and FTEs will be subject to change once the allocation of the reform package and FTE impacts are finalised.
- (c) Following a restructure of the Department's service groups in 2015-16, the methodology to allocate corporate expenses was changed. This has resulted in a variance in expenditure across all Departmental service groups in 2016-17.

## Courts and Tribunal Operations <sup>(a)</sup>

**Service description:** This service group covers the support services to NSW Supreme, District and Local Courts, tribunals and community justice centres. It also covers the Office of the Sheriff and transformational reform programs.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Community Justice Centre mediation sessions held	no.	1,391	1,170	1,210	1,119	1,150
Satisfaction with law libraries' services	%	89	89	90	93	90
Transcript pages provided as daily transcript	no.	366,495	313,652	330,000	310,000	300,000
<b>Employees: <sup>(b)</sup></b>	FTE	2,125	2,125	2,084	2,106	2,106
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(c)</sup>				373,162	350,558	321,742
Total expenses include the following:						
Employee related				195,019	191,353	189,794
Other operating expenses				68,865	81,655	48,030
Grants and subsidies				33,218	2,674	4,701
Other expenses				20,748	22,263	22,471
<b>Capital Expenditure</b>				114,392	88,963	136,587

(a) Courts and Tribunal Operations is a new service group. It is formed from part of the former Court and Tribunal Services service group. Service measures and financial indicators prior to 2016-17 are from the former Court and Tribunal Services service group and are provided for information and comparison only.

(b) This Budget announces \$570 million over four years to support comprehensive reform of the justice system. This includes \$94 million recurrent expenditure in 2016-17. The funding package has been notionally apportioned across all Departmental service groups. Service group expenditure and FTEs will be subject to change once the allocation of the reform package and FTE impacts are finalised.

(c) Following a restructure of the Department's service groups in 2015-16, the methodology to allocate corporate expenses was changed. This has resulted in a variance in expenditure across all Departmental service groups in 2016-17.

## Corrective Services

**Service description:** This service group covers the management of inmates and the supervision of offenders in the community. It covers the delivery of services to offenders with a range of special needs, including age-specific, health-related and Aboriginal inmate needs, therapeutic treatment for violent and sex offenders and the delivery of programs and services aimed at reducing re-offending. The group also covers secure escort services, advice to courts and releasing authorities, and security in courts and police/court cells.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Daily average out-of-cell hours	no.	8.2	8.0	8.0	8.0	8.0
Average recurrent cost per inmate per day:						
Low security/periodic	\$	160	164	158	109	125
Medium/high security	\$	194	190	191	126	145
Escorts and court security conducted	no.	157,044	165,516	173,000	185,000	194,000
Video conferences conducted	no.	38,996	44,802	45,300	53,000	60,000
Advice to courts/releasing authorities	no.	27,681	28,177	28,000	29,200	29,500
Diversionsary programs: total registrations – caseload intake	no.	21,516	24,658	24,000	28,400	29,600
Targeted offender programs completed by inmates	no.	8,404	n.a.	8,250	n.a.	n.a.
Employment training rate of inmate employment	%	79.7	76.2	77.0	84.0	85.0
Inmate participation in education programs	%	35.1	31.7	31.0	28.1	28.1
<b>Employees:</b> <sup>(a)</sup>	FTE	6,029	6,024	6,330	6,962	7,788
				2015-16		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(b)</sup>				1,152,856	1,255,199	1,371,423
Total expenses include the following:						
Employee related				763,058	819,605	926,840
Other operating expenses				279,377	325,705	322,662
Grants and subsidies				6,527	8,082	10,137
Other expenses				32	143	32
Capital Expenditure				94,324	97,941	1,101,767

(a) This Budget announces \$570 million over four years to support comprehensive reform of the justice system. This includes \$94 million recurrent expenditure in 2016-17. The funding package has been notionally apportioned across all Departmental service groups. Service group expenditure and FTEs will be subject to change once the allocation of the reform package and FTE impacts are finalised.

(b) Following a restructure of the Department's service groups in 2015-16, the methodology to allocate corporate expenses was changed. This has resulted in a variance in expenditure across all Departmental service groups in 2016-17.

## Juvenile Justice

**Service description:** This service group covers the supervision of young offenders in custody and in the community, the administration of Youth Justice Conferences, management of the Youth on Track service, the provision of court reports, and support for young people seeking bail and court-ordered supervision of young offenders on bail. It also covers the provision of interventions to address young offenders' risk of re-offending.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Average daily number in custody	no.	314	286	300	289	290
Control admissions	no.	573	483	500	440	440
Remand admissions	no.	3,111	2,364	2,110	2,560	2,560
Total admissions	no.	3,684	2,847	2,610	3,000	3,000
Average length of time in custody or remand	days	16.5	17.8	18.0	17.3	17.5
Supervision orders	no.	4,641	4,591	4,400	4,510	4,500
Remand interventions	no.	3,818	2,763	2,400	2,810	2,800
Bail supervisions	no.	661	675	630	570	600
Youth Justice Conferences facilitated	no.	1,270	1,085	980	1,170	1,100
Youth Justice Conference Outcome Plans agreed	no.	1,152	983	1,030	1,010	1,000
<b>Employees: <sup>(a)</sup></b>	FTE	1,452	1,474	1,416	1,339	1,339
				2015-16		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(b)</sup>				199,634	199,361	199,675
Total expenses include the following:						
Employee related				144,721	140,532	148,104
Other operating expenses				30,568	30,292	25,824
Grants and subsidies				9,522	9,735	10,525
Other expenses				3,948	3,948	2,759
Capital Expenditure				2,850	2,850	2,850

(a) This Budget announces \$570 million over four years to support comprehensive reform of the justice system. This includes \$94 million recurrent expenditure in 2016-17. The funding package has been notionally apportioned across all Departmental service groups. Service group expenditure and FTEs will be subject to change once the allocation of the reform package and FTE impacts are finalised.

(b) Following a restructure of the Department's service groups in 2015-16, the methodology to allocate corporate expenses was changed. This has resulted in a variance in expenditure across all Departmental service groups in 2016-17.



## Business and Personnel Services

**Service description:** This service group covers the provision of personnel services to the NSW Trustee and Guardian, Office of the Public Guardian, the Legal Profession Admission Board and the Independent Liquor and Gaming Authority.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees: <sup>(a)</sup></b>						
NSW Trustee and Guardian <sup>(b)</sup>	FTE	546	546	516	522	435
Office of the Public Guardian	FTE	66	66	66	68	68
Legal Profession Admission Board	FTE	10	10	13	13	13
Independent Liquor and Gaming Authority <sup>(c)</sup>	FTE	n.a.	n.a.	n.a.	75	75
				2015-16		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(d)</sup>				68,371	74,757	68,307
Total expenses include the following:						
Employee related <sup>(e)</sup>				68,371	74,757	68,307

- (a) This Budget announces \$570 million over four years to support comprehensive reform of the justice system. This includes \$94 million recurrent expenditure in 2016-17. The funding package has been notionally apportioned across all Departmental service groups. Service group expenditure and FTEs will be subject to change once the allocation of the reform package and FTE impacts are finalised.
- (b) In October 2015, the NSW Government announced a new operating model for NSW Trustee and Guardian which will secure its future and ensure vulnerable people get access to better service. This will result in a streamlining of staff numbers in 2016-17.
- (c) The Independent Liquor and Gaming Authority Staff Agency was abolished under the *Administrative Arrangements (Administrative Changes - Liquor and Gaming) Order 2015* effective from 30 October 2015, at which date staff were transferred to the Department of Justice which henceforth provides personnel services to the Independent Liquor and Gaming Authority.
- (d) Following a restructure of the Department's service groups in 2015-16, the methodology to allocate corporate expenses was changed. This has resulted in a variance in expenditure across all Departmental service groups in 2016-17.
- (e) The 2015-16 Budget did not include cost of staff transferred from the Independent Liquor and Gaming Authority in November 2015.

## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Justice cluster. This includes funding to the New South Wales Crime Commission, Information and Privacy Commission, Legal Aid Commission of New South Wales, NSW Police Force, Office of the NSW State Emergency Service, Fire and Rescue NSW, the Office of the NSW Rural Fire Service, the Australian Museum, the Museum of Applied Arts and Sciences, the Art Gallery of New South Wales, the State Library of New South Wales, the Independent Liquor and Gaming Authority and the Sydney Opera House.

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	3,767,018	3,753,979	3,922,787
Total expenses include the following:			
Grants and subsidies	3,767,018	3,753,979	3,922,787
New South Wales Crime Commission	21,635	21,635	24,116
Information and Privacy Commission	4,513	4,513	5,342
Legal Aid Commission New South Wales	227,443	227,451	222,658
NSW Police Force	3,089,864	3,090,864	3,239,003
Office of the NSW State Emergency Services	15,061	15,061	21,419
Fire and Rescue NSW	97,699	94,922	95,319
Office of the Rural Fire Service	45,933	45,933	69,239
Sydney Opera House	46,367	46,367	58,822
State Library of New South Wales	81,529	80,059	90,420
Australian Museum	29,881	29,881	26,722
Museum of Applied Arts and Sciences	57,788	51,288	40,290
Art Gallery of New South Wales	40,080	36,780	27,911
Independent Liquor and Gaming Authority	9,225	9,255	1,526

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,471,232	1,536,769	1,690,402
Other operating expenses	505,398	582,345	549,999
Depreciation and amortisation	197,605	190,423	211,604
Grants and subsidies	4,160,647	4,132,535	4,278,751
Finance costs	8,485	7,728	7,140
Other expenses	41,523	37,663	39,166
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>6,384,890</b>	<b>6,487,463</b>	<b>6,777,062</b>
<b>Revenue</b>			
Appropriation	5,903,850	5,853,795	7,386,549
Sales of goods and services	283,168	293,879	287,560
Investment revenue	2,139	2,455	933
Retained taxes, fees and fines	11,900	14,000	11,900
Grants and contributions	47,614	52,093	46,515
Acceptance by Crown Entity of employee benefits and other liabilities	96,693	90,608	97,927
Other revenue	58,194	69,057	52,570
<b>Total Revenue</b>	<b>6,403,558</b>	<b>6,375,887</b>	<b>7,883,954</b>
Gain/(loss) on disposal of non current assets	10	(2,306)	10
Other gains/(losses)	(504)	(821)	(507)
<b>Net Result</b>	<b>18,174</b>	<b>(114,703)</b>	<b>1,106,395</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	85,445	41,686	77,330
Receivables	89,304	93,346	93,202
Inventories	11,644	13,087	13,087
Other	20,964	23,089	23,089
<b>Total Current Assets</b>	<b>207,357</b>	<b>171,208</b>	<b>206,708</b>
<b>Non Current Assets</b>			
Receivables	87,877	97,983	97,983
Property, plant and equipment -			
Land and building	3,887,587	4,193,650	5,238,026
Plant and equipment	187,524	205,034	221,817
Infrastructure systems	...	43	43
Intangibles	235,671	213,873	224,371
Other	4,056	4,260	4,260
<b>Total Non Current Assets</b>	<b>4,402,715</b>	<b>4,714,843</b>	<b>5,786,500</b>
<b>Total Assets</b>	<b>4,610,072</b>	<b>4,886,051</b>	<b>5,993,208</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	118,105	118,312	121,587
Borrowings at amortised cost	4,095	4,127	4,456
Provisions	217,985	283,217	285,648
Other	17,330	9,595	8,633
<b>Total Current Liabilities</b>	<b>357,515</b>	<b>415,251</b>	<b>420,324</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	74,320	74,319	69,895
Provisions	116,051	173,320	173,433
Other	1,692	...	...
<b>Total Non Current Liabilities</b>	<b>192,063</b>	<b>247,639</b>	<b>243,328</b>
<b>Total Liabilities</b>	<b>549,578</b>	<b>662,890</b>	<b>663,652</b>
<b>Net Assets</b>	<b>4,060,494</b>	<b>4,223,161</b>	<b>5,329,556</b>
<b>Equity</b>			
Reserves	949,709	1,034,620	1,034,620
Accumulated funds	3,110,785	3,188,541	4,294,936
<b>Total Equity</b>	<b>4,060,494</b>	<b>4,223,161</b>	<b>5,329,556</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,374,929	1,452,362	1,593,031
Grants and subsidies	4,160,647	4,132,535	4,278,751
Finance costs	8,485	7,728	7,140
Other	624,720	632,232	667,854
<b>Total Payments</b>	<b>6,168,781</b>	<b>6,224,857</b>	<b>6,546,776</b>
<b>Receipts</b>			
Appropriation	5,903,850	5,853,795	7,386,549
Sale of goods and services	282,656	282,173	286,785
Interest received	638	579	40
Grants and contributions	47,306	52,093	46,200
Other	149,081	175,203	150,192
<b>Total Receipts</b>	<b>6,383,531</b>	<b>6,363,843</b>	<b>7,869,766</b>
<b>Net Cash Flows From Operating Activities</b>	<b>214,750</b>	<b>138,986</b>	<b>1,322,990</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	10	18	10
Purchases of property, plant and equipment	(166,038)	(152,532)	(1,239,935)
Other	(45,853)	(35,121)	(43,326)
<b>Net Cash Flows From Investing Activities</b>	<b>(211,881)</b>	<b>(187,635)</b>	<b>(1,283,251)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(1,812)	(4,732)	(4,095)
<b>Net Cash Flows From Financing Activities</b>	<b>(1,812)</b>	<b>(4,732)</b>	<b>(4,095)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,057</b>	<b>(53,381)</b>	<b>35,644</b>
Opening Cash and Cash Equivalents	84,388	95,067	41,686
<b>Closing Cash and Cash Equivalents</b>	<b>85,445</b>	<b>41,686</b>	<b>77,330</b>
<b>Cash Flow Reconciliation</b>			
Net result	18,174	(114,703)	1,106,395
Non cash items added back	197,605	190,423	211,604
Change in operating assets and liabilities	(1,029)	63,266	4,991
<b>Net Cash Flows From Operating Activities</b>	<b>214,750</b>	<b>138,986</b>	<b>1,322,990</b>

# Crown Solicitor's Office

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## Service Group Statements

### Crown Solicitor's Office

**Service description:** This service group covers the provision of legal services to NSW Government. The Crown Solicitor must be engaged by government agencies to perform core legal services described in Premier's Memorandum 1995-39. The Crown Solicitor's Office also competes with the private legal profession for non-core (general) legal work.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Average daily billable hours per solicitor	hours	5.0	4.8	5.0	5.2	5.0
Proportion of core work to total work	%	66.0	63.3	64.7	62.4	64.1
<b>Employees:</b>	FTE	347	329	337	336	336
				—————2015-16—————		
				Budget \$000	Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				51,009	48,963	52,406
Total expenses include the following:						
Employee related				39,650	37,579	40,509
Other operating expenses				10,510	10,598	10,892
Capital Expenditure				5,315	550	5,165

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	39,650	37,579	40,509
Other operating expenses	10,510	10,598	10,892
Depreciation and amortisation	740	740	955
Finance costs	109	46	50
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>51,009</b>	<b>48,963</b>	<b>52,406</b>
<b>Revenue</b>			
Transfers to the Crown Entity	(1,737)	...	...
Sales of goods and services	52,838	55,171	54,435
Investment revenue	457	453	361
Other revenue	195	1,104	56
<b>Total Revenue</b>	<b>51,753</b>	<b>56,728</b>	<b>54,852</b>
<b>Net Result</b>	<b>744</b>	<b>7,765</b>	<b>2,446</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	16,088	27,528	20,486
Receivables	16,820	16,740	16,782
Other	5,950	5,164	5,293
<b>Total Current Assets</b>	<b>38,858</b>	<b>49,432</b>	<b>42,561</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	1,449	1,286	1,367
Intangibles	5,186	518	4,647
Other	3,498	4,037	4,084
<b>Total Non Current Assets</b>	<b>10,133</b>	<b>5,841</b>	<b>10,098</b>
<b>Total Assets</b>	<b>48,991</b>	<b>55,273</b>	<b>52,659</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,625	3,810	3,878
Provisions	11,801	15,037	11,339
<b>Total Current Liabilities</b>	<b>15,426</b>	<b>18,847</b>	<b>15,217</b>
<b>Non Current Liabilities</b>			
Provisions	17,491	19,482	19,764
<b>Total Non Current Liabilities</b>	<b>17,491</b>	<b>19,482</b>	<b>19,764</b>
<b>Total Liabilities</b>	<b>32,917</b>	<b>38,329</b>	<b>34,981</b>
<b>Net Assets</b>	<b>16,074</b>	<b>16,944</b>	<b>17,678</b>
<b>Equity</b>			
Accumulated funds	16,074	16,944	17,678
<b>Total Equity</b>	<b>16,074</b>	<b>16,944</b>	<b>17,678</b>



## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	41,007	37,972	40,702
Other	10,883	10,737	11,005
<b>Total Payments</b>	<b>51,890</b>	<b>48,709</b>	<b>51,707</b>
<b>Receipts</b>			
Sale of goods and services	52,970	54,965	54,481
Interest received	442	438	294
Cash transfers to the Crown Entity	(1,737)	(5,436)	(1,712)
Other	705	1,613	491
<b>Total Receipts</b>	<b>52,380</b>	<b>51,580</b>	<b>53,554</b>
<b>Net Cash Flows From Operating Activities</b>	<b>490</b>	<b>2,871</b>	<b>1,847</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(506)	(391)	(665)
Other	(4,809)	(159)	(4,500)
<b>Net Cash Flows From Investing Activities</b>	<b>(5,315)</b>	<b>(550)</b>	<b>(5,165)</b>
<b>Cash Flows From Financing Activities</b>			
Other	350	4,049	(3,724)
<b>Net Cash Flows From Financing Activities</b>	<b>350</b>	<b>4,049</b>	<b>(3,724)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(4,475)</b>	<b>6,370</b>	<b>(7,042)</b>
Opening Cash and Cash Equivalents	20,563	21,158	27,528
<b>Closing Cash and Cash Equivalents</b>	<b>16,088</b>	<b>27,528</b>	<b>20,486</b>
<b>Cash Flow Reconciliation</b>			
Net result	744	7,765	2,446
Non cash items added back	740	740	955
Change in operating assets and liabilities	(994)	(5,634)	(1,554)
<b>Net Cash Flows From Operating Activities</b>	<b>490</b>	<b>2,871</b>	<b>1,847</b>

# Fire and Rescue NSW

## Service Group Statements

### Community Safety

**Service description:** This service group covers improved risk management by ensuring effective fire prevention and developing resilient, emergency-ready communities. Activities include community education, assistance to the elderly (e.g. replacing smoke alarm batteries), premises inspections, expert advice on fire safety and special hazard facilities, and the establishment of community fire units in bushfire-risk communities.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Community safety programs delivered per permanent fire station	no.	268	247	250	246	250
Fires with ignition factor determined	%	75	80	80	76	80
<b>Employees:</b>	FTE	221	221	221	220	220
				2015-16		
				Budget \$000	Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				35,351	36,119	36,431
Total expenses include the following:						
Employee related				28,765	29,032	28,801
Other operating expenses				4,205	4,706	4,513
Grants and subsidies				...	...	502
Capital Expenditure				3,227	3,351	2,536

## Emergency Management

**Service description:** This service group covers emergency management response and recovery to provide rapid, reliable and continuous emergency assistance while ensuring the impacts of emergency incidents are minimised and emergency-related disruptions to communities, business and the environment are reduced.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Fires attended <sup>(a)</sup>	no.	25,041	21,963	25,000	21,471	22,000
Hazardous material incidents attended <sup>(b)</sup>	no.	15,453	16,259	15,500	15,007	15,500
Non-fire rescue incidents attended	no.	11,002	11,448	11,900	11,456	11,500
Emergency medical assistance incidents attended	no.	1,167	1,477	1,200	2,031	2,000
<b>Employees:</b>	FTE	2,661	2,692	2,692	2,688	2,688
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				405,074	411,506	411,195
Total expenses include the following:						
Employee related				329,621	330,911	328,407
Other operating expenses				48,172	51,064	48,967
Grants and subsidies				...	...	5,450
Capital Expenditure				36,982	36,362	27,515

(a) The wide variation in fires attended is largely due to variation in weather patterns.

(b) The service measure has been revised to reflect the broader definition 'Hazardous material incidents and other hazardous conditions including power lines down, electrical short circuits, gas leaks and fuel and chemical spills'. The 2014-15 figure is unusually high as a result of storm events in that period.

## Operational Preparedness

**Service description:** This service group covers the assessment of risk, development and testing of operational plans and capabilities and the provision of training for emergencies to ensure optimal preparedness for fire, accident, hazardous material, terrorist or other emergencies across the State, and maintaining a safe and healthy workforce.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Average age of fire engine pumper fleet	years	9	10	10	10	10
Accredited rescue crews	no.	182	182	185	185	185
Workers' compensation claims <sup>(a)</sup>	no.	541	512	498	378	400
Average workers' compensation claim costs <sup>(b)</sup>	\$	12,621	17,193	16,401	13,787	15,483
<b>Employees:</b>	FTE	1,474	1,493	1,493	1,490	1,490
				2015-16		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				239,359	245,959	245,535
Total expenses include the following:						
Employee related				194,775	196,218	194,681
Other operating expenses				28,463	31,370	30,078
Grants and subsidies				...	...	3,348
Capital Expenditure				21,842	22,338	16,903

(a) Actual claim numbers have increased for previous years due to claim lodgements often several years after the actual date of injury, particularly psychological claims.

(b) The use of net incurred workers' compensation claim costs (claim costs paid plus ongoing and new claim costs) used in previous years has been replaced by a new Workers' Compensation Prediction Model, to gain a more accurate estimate of costs.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	553,161	556,161	551,889
Other operating expenses	80,840	87,140	83,558
Depreciation and amortisation	45,783	50,283	48,414
Grants and subsidies	...	...	9,300
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>679,784</b>	<b>693,584</b>	<b>693,161</b>
<b>Revenue</b>			
Sales of goods and services	12,994	14,894	13,246
Investment revenue	...	5,819	5,950
Retained taxes, fees and fines	478,967	489,618	497,639
Grants and contributions	169,452	168,294	169,719
Other revenue	12,078	12,771	2,818
<b>Total Revenue</b>	<b>673,491</b>	<b>691,396</b>	<b>689,372</b>
<b>Net Result</b>	<b>(6,293)</b>	<b>(2,188)</b>	<b>(3,789)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	181,831	179,446	205,836
Receivables	19,983	21,400	21,565
Inventories	1,592	2,032	2,032
Other	67	39	39
<b>Total Current Assets</b>	<b>203,473</b>	<b>202,917</b>	<b>229,472</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	429,377	494,568	499,934
Plant and equipment	204,889	217,742	210,836
Intangibles	53,740	51,887	51,967
<b>Total Non Current Assets</b>	<b>688,006</b>	<b>764,197</b>	<b>762,737</b>
<b>Total Assets</b>	<b>891,479</b>	<b>967,114</b>	<b>992,209</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	41,607	26,396	26,396
Provisions	161,474	98,204	127,180
<b>Total Current Liabilities</b>	<b>203,081</b>	<b>124,600</b>	<b>153,576</b>
<b>Non Current Liabilities</b>			
Provisions	120,412	185,884	185,792
<b>Total Non Current Liabilities</b>	<b>120,412</b>	<b>185,884</b>	<b>185,792</b>
<b>Total Liabilities</b>	<b>323,493</b>	<b>310,484</b>	<b>339,368</b>
<b>Net Assets</b>	<b>567,986</b>	<b>656,630</b>	<b>652,841</b>
<b>Equity</b>			
Reserves	310,992	405,179	405,179
Accumulated funds	256,994	251,451	247,662
<b>Total Equity</b>	<b>567,986</b>	<b>656,630</b>	<b>652,841</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	551,411	542,161	551,889
Grants and subsidies	...	...	9,300
Other	54,187	61,854	54,354
<b>Total Payments</b>	<b>605,598</b>	<b>604,015</b>	<b>615,543</b>
<b>Receipts</b>			
Sale of goods and services	11,678	13,899	12,761
Interest received	151	5,970	5,950
Retained taxes, fees and fines	451,967	459,618	468,639
Grants and contributions	97,699	95,319	95,319
Other	110,831	115,510	106,218
<b>Total Receipts</b>	<b>672,326</b>	<b>690,316</b>	<b>688,887</b>
<b>Net Cash Flows From Operating Activities</b>	<b>66,728</b>	<b>86,301</b>	<b>73,344</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	12,186	...
Purchases of property, plant and equipment	(56,423)	(57,676)	(39,154)
Other	(8,000)	(5,998)	(7,800)
<b>Net Cash Flows From Investing Activities</b>	<b>(64,423)</b>	<b>(51,488)</b>	<b>(46,954)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	358	358	358
Repayment of borrowings and advances	(358)	(358)	(358)
<b>Net Increase/(Decrease) in Cash</b>	<b>2,305</b>	<b>34,813</b>	<b>26,390</b>
Opening Cash and Cash Equivalents	179,526	144,633	179,446
<b>Closing Cash and Cash Equivalents</b>	<b>181,831</b>	<b>179,446</b>	<b>205,836</b>
<b>Cash Flow Reconciliation</b>			
Net result	(6,293)	(2,188)	(3,789)
Non cash items added back	45,783	50,283	48,414
Change in operating assets and liabilities	27,238	38,206	28,719
<b>Net Cash Flows From Operating Activities</b>	<b>66,728</b>	<b>86,301</b>	<b>73,344</b>

# Independent Liquor and Gaming Authority

## Service Group Statements

### Casino Supervision and Liquor and Gaming Related Services

**Service description:** This service group covers administration of systems for the licensing, supervision, control and monitoring of legal casino gaming in New South Wales and licensing and approval functions for liquor, gaming machines and registered clubs.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Penalty infringement notices issued <sup>(a)</sup>	no.	108	144	160	142	140
Casino regulatory approvals and employee licences granted <sup>(b)</sup>	no.	960	720	750	760	760
Number of gaming machine related licences/approvals <sup>(c)</sup>	no.	436	429	475	410	410
Number of liquor related licences <sup>(d)</sup>	no.	2,535	3,607	2,850	3,505	3,600
				2015-16 Budget \$000	2015-16 Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				13,900	11,853	12,924
Total expenses include the following:						
Employee related <sup>(e)</sup>				9,209	3,132	...
Other operating expenses				4,666	8,692	12,894
Capital Expenditure				70	21	70

- (a) Penalty infringement notices issued relate to infringement notices issued in casino licensed premises only. The Authority has worked with the casino operator to ensure greater emphasis is placed on vetting and preventing excluded persons from gaining access to the casino.
- (b) Casino employee licences granted include both new licences and renewal licences. Future estimates for casino employee licences depend on business growth and staff turnover.
- (c) Gaming machine related licences issued include licence approvals for new games on gaming machines, modification to existing software on gaming machines, new technology gaming machine platforms and new technology gaming machine systems.
- (d) Liquor licences relate to all new licence approvals issued.
- (e) The Independent Liquor and Gaming Authority Staff Agency was abolished under the *Administrative Arrangements (Administrative changes – Liquor and Gaming) Order 2015* effective from 30 October 2015, at which date staff were transferred to the Department of Justice which now provides personnel services to the Independent Liquor and Gaming Authority.



## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	9,209	3,132	...
Other operating expenses	4,666	8,692	12,894
Depreciation and amortisation	25	29	30
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>13,900</b>	<b>11,853</b>	<b>12,924</b>
<b>Revenue</b>			
Sales of goods and services	1,050	1,151	450
Retained taxes, fees and fines	2,885	3,046	2,750
Grants and contributions	9,225	9,225	1,526
Acceptance by Crown Entity of employee benefits and other liabilities	530	182	...
<b>Total Revenue</b>	<b>13,690</b>	<b>13,604</b>	<b>4,726</b>
<b>Net Result</b>	<b>(210)</b>	<b>1,751</b>	<b>(8,198)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	6,556	8,499	254
Receivables	422	3,006	3,006
<b>Total Current Assets</b>	<b>6,978</b>	<b>11,505</b>	<b>3,260</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	93	313	353
Intangibles	34	...	...
<b>Total Non Current Assets</b>	<b>127</b>	<b>313</b>	<b>353</b>
<b>Total Assets</b>	<b>7,105</b>	<b>11,818</b>	<b>3,613</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	599	1,828	1,821
Provisions	1,178	1,130	1,130
Other	200	110	110
<b>Total Current Liabilities</b>	<b>1,977</b>	<b>3,068</b>	<b>3,061</b>
<b>Non Current Liabilities</b>			
Provisions	16	34	34
<b>Total Non Current Liabilities</b>	<b>16</b>	<b>34</b>	<b>34</b>
<b>Total Liabilities</b>	<b>1,993</b>	<b>3,102</b>	<b>3,095</b>
<b>Net Assets</b>	<b>5,112</b>	<b>8,716</b>	<b>518</b>
<b>Equity</b>			
Accumulated funds	5,112	8,716	518
<b>Total Equity</b>	<b>5,112</b>	<b>8,716</b>	<b>518</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	8,672	2,205	77
Other	4,832	9,441	13,060
<b>Total Payments</b>	<b>13,504</b>	<b>11,646</b>	<b>13,137</b>
<b>Receipts</b>			
Sale of goods and services	1,050	1,860	450
Interest received	108	74	...
Grants and contributions	9,225	9,225	1,526
Other	3,051	441	2,916
<b>Total Receipts</b>	<b>13,434</b>	<b>11,600</b>	<b>4,892</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(70)</b>	<b>(46)</b>	<b>(8,245)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(50)	(21)	...
Other	(20)	...	...
<b>Net Cash Flows From Investing Activities</b>	<b>(70)</b>	<b>(21)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(140)</b>	<b>(67)</b>	<b>(8,245)</b>
Opening Cash and Cash Equivalents	6,696	8,566	8,499
<b>Closing Cash and Cash Equivalents</b>	<b>6,556</b>	<b>8,499</b>	<b>254</b>
<b>Cash Flow Reconciliation</b>			
Net result	(210)	1,751	(8,198)
Non cash items added back	25	29	30
Change in operating assets and liabilities	115	(1,826)	(77)
<b>Net Cash Flows From Operating Activities</b>	<b>(70)</b>	<b>(46)</b>	<b>(8,245)</b>

# Information and Privacy Commission

## Service Group Statements

### Information and Privacy Commission

**Service description:** This service group covers the provision of assistance and advice to agencies and the public, the conduct of legislative and administrative reviews, and other activities to ensure compliance with the *Government Information (Public Access) Act 2009* and NSW privacy legislation.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Number of GIPA reviews undertaken <sup>(a)</sup>	no.	448	359	400	330	330
Number of GIPA complaints investigated	no.	40	50	50	40	40
Number of hits on the Information and Privacy Commission website	thous	93	98	90	115	130
Number of formal privacy matters handled <sup>(b)(c)</sup>	no.	255	281	250	260	260
<b>Employees:</b>	FTE	29	29	29	29	29
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				5,398	5,599	5,467
Total expenses include the following:						
Employee related				3,987	3,986	4,190
Other operating expenses				1,199	1,423	1,056
Capital Expenditure				244	244	150

(a) This measure is dependent upon the number of applications received relating to the *Government Information (Public Access) Act 2009* (referred to as the GIPA Act).

(b) This measure is dependent upon the number of privacy reviews and complaints handled by the Information and Privacy Commission.

(c) 2013-14 Actual has been restated to reflect the final number published in the Annual Report.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	3,987	3,986	4,190
Other operating expenses	1,199	1,423	1,056
Depreciation and amortisation	212	190	221
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,398</b>	<b>5,599</b>	<b>5,467</b>
<b>Revenue</b>			
Investment revenue	1	2	1
Grants and contributions	4,513	4,513	5,342
Acceptance by Crown Entity of employee benefits and other liabilities	116	175	172
Other revenue	12	14	12
<b>Total Revenue</b>	<b>4,642</b>	<b>4,704</b>	<b>5,527</b>
Gain/(loss) on disposal of non current assets	...	(62)	...
<b>Net Result</b>	<b>(756)</b>	<b>(957)</b>	<b>60</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	260	259	252
Receivables	81	534	587
<b>Total Current Assets</b>	<b>341</b>	<b>793</b>	<b>839</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	130	86	65
Intangibles	1,080	1,116	1,066
<b>Total Non Current Assets</b>	<b>1,210</b>	<b>1,202</b>	<b>1,131</b>
<b>Total Assets</b>	<b>1,551</b>	<b>1,995</b>	<b>1,970</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	556	257	171
Provisions	204	454	455
<b>Total Current Liabilities</b>	<b>760</b>	<b>711</b>	<b>626</b>
<b>Non Current Liabilities</b>			
Provisions	89	3	3
<b>Total Non Current Liabilities</b>	<b>89</b>	<b>3</b>	<b>3</b>
<b>Total Liabilities</b>	<b>849</b>	<b>714</b>	<b>629</b>
<b>Net Assets</b>	<b>702</b>	<b>1,281</b>	<b>1,341</b>
<b>Equity</b>			
Accumulated funds	702	1,281	1,341
<b>Total Equity</b>	<b>702</b>	<b>1,281</b>	<b>1,341</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	3,874	3,762	4,017
Other	2,279	1,497	1,344
<b>Total Payments</b>	<b>6,153</b>	<b>5,259</b>	<b>5,361</b>
<b>Receipts</b>			
Interest received	1	2	18
Grants and contributions	4,513	4,513	5,342
Other	984	146	144
<b>Total Receipts</b>	<b>5,498</b>	<b>4,661</b>	<b>5,504</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(655)</b>	<b>(598)</b>	<b>143</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	...	(47)	...
Other	(244)	(197)	(150)
<b>Net Cash Flows From Investing Activities</b>	<b>(244)</b>	<b>(244)</b>	<b>(150)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(899)</b>	<b>(842)</b>	<b>(7)</b>
Opening Cash and Cash Equivalents	1,159	1,101	259
<b>Closing Cash and Cash Equivalents</b>	<b>260</b>	<b>259</b>	<b>252</b>
<b>Cash Flow Reconciliation</b>			
Net result	(756)	(957)	60
Non cash items added back	212	190	221
Change in operating assets and liabilities	(111)	169	(138)
<b>Net Cash Flows From Operating Activities</b>	<b>(655)</b>	<b>(598)</b>	<b>143</b>

# Legal Aid Commission of New South Wales

## Service Group Statements

### Criminal Law Services

**Service description:** This service group covers the provision of legal assistance and counsel to those facing criminal charges. This assistance ranges from advice, information and duty services for more minor criminal law matters, through to representation by barristers in extended and complex trials where clients who are found guilty may face very heavy penalties.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Legal representation:						
In-house	no.	8,194	7,730	8,300	8,700	8,700
Assigned	no.	13,015	13,019	13,100	13,200	13,300
Duty appearances:						
In-house	no.	101,343	102,001	104,000	115,000	117,000
Assigned	no.	47,332	48,124	48,600	54,000	55,000
Legal advice and minor assistance <sup>(a)</sup>	no.	32,654	31,649	32,500	37,000	37,000
General information services	no.	317,938	262,063	290,000	254,600	254,000
<b>Employees:</b>	FTE	422	414	420	421	421

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses	127,778	128,301	124,716
Total expenses include the following:			
Employee related	51,413	50,788	50,844
Other operating expenses	10,399	9,824	10,390
Grants and subsidies	7	197	7
Other expenses	63,660	64,908	61,266

Capital Expenditure	2,000	1,882	1,922
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(a) Legal advice is provided by legal practitioners. Where minor assistance is provided, it is usually associated with an advice service.



## Civil Law Services

**Service description:** This service group covers the provision of legal services in matters such as housing, mental health, consumer and human rights law. The assistance ranges from relatively straightforward advice and information services, through to legal representation in lengthy and complex court cases.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Legal representation:						
In-house	no.	725	703	720	680	700
Assigned	no.	518	618	610	570	600
Duty appearances:						
In-house	no.	2,693	2,321	2,500	2,700	2,800
Assigned	no.	11,033	12,692	13,400	12,900	13,000
Legal advice and minor assistance <sup>(a)</sup>	no.	61,015	69,513	69,400	72,700	72,700
General information services	no.	195,206	174,535	190,000	166,700	167,000
<b>Employees:</b>	FTE	208	218	210	230	230
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				32,363	38,233	36,709
Total expenses include the following:						
Employee related				20,600	25,206	24,641
Other operating expenses				5,125	5,526	5,646
Grants and subsidies				409	503	277
Other expenses				5,171	5,610	5,034
Capital Expenditure				920	1,010	967

(a) Legal advice is provided by legal practitioners. Where minor assistance is provided, it is usually associated with an advice service.

## Family Law Services

**Service description:** This service group covers the provision of assistance to families in dispute over areas such as separation, divorce and parenting arrangements. It also assists in matters where the State seeks to take children thought to be at risk of abuse and neglect into care.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Legal representation:						
In-house	no.	2,219	2,798	2,600	2,900	2,900
Assigned	no.	11,101	10,469	10,600	11,400	11,400
Duty appearances:						
In-house	no.	7,096	6,652	7,000	7,100	7,100
Assigned	no.	2,268	2,772	2,900	3,100	3,100
Legal advice and minor assistance <sup>(a)</sup>	no.	47,060	49,234	50,500	43,700	44,000
General information services	no.	141,814	128,360	136,400	128,400	128,400
<b>Employees:</b>	FTE	252	272	265	297	297
				2015-16		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				76,083	78,061	79,112
Total expenses include the following:						
Employee related				29,784	34,356	34,480
Other operating expenses				7,113	7,263	7,812
Grants and subsidies				139	271	7
Other expenses				37,516	34,299	35,225
Capital Expenditure				1,332	1,363	1,381

(a) Legal advice is provided by legal practitioners. Where minor assistance is provided, it is usually associated with an advice service.

## Community Partnerships

**Service description:** This service group covers funding of community organisations for specific purposes. It includes providing legal assistance to disadvantaged people, undertaking law reform activities, and providing specialised court-based assistance for women and children seeking legal protection from domestic violence.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Local Courts served by Women's Domestic Violence Court Advocacy Program	no.	114	114	114	114	114
Community Legal Centre cases opened	no.	9,238	10,628	9,300	9,000	9,000
Community Legal Centre advice services	no.	69,623	74,754	66,000	70,000	70,000
<b>Employees:</b>	FTE	7	11	11	15	15
				2015-16		2016-17
				Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				31,816	34,207	37,818
Total expenses include the following:						
Employee related				2,164	2,389	2,056
Other operating expenses				766	786	624
Grants and subsidies				28,627	30,787	34,814
Other expenses				147	114	232
Capital Expenditure				98	95	80

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	103,961	112,739	112,021
Other operating expenses	23,403	23,399	24,472
Depreciation and amortisation	5,000	5,975	5,000
Grants and subsidies	29,182	31,758	35,105
Other expenses	106,494	104,931	101,757
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>268,040</b>	<b>278,802</b>	<b>278,355</b>
<b>Revenue</b>			
Sales of goods and services	5,000	4,179	4,100
Investment revenue	326	2,010	500
Grants and contributions	261,219	266,092	272,270
Other revenue	260	647	250
<b>Total Revenue</b>	<b>266,805</b>	<b>272,928</b>	<b>277,120</b>
Gain/(loss) on disposal of non current assets	35	(28)	35
Other gains/(losses)	(200)	(139)	(200)
<b>Net Result</b>	<b>(1,400)</b>	<b>(6,041)</b>	<b>(1,400)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	83,820	88,590	88,156
Receivables	3,664	4,208	4,205
<b>Total Current Assets</b>	<b>87,484</b>	<b>92,798</b>	<b>92,361</b>
<b>Non Current Assets</b>			
Receivables	2,290	3,069	3,069
Property, plant and equipment -			
Land and building	6,331	...	...
Plant and equipment	2,369	9,241	9,277
Intangibles	4,013	2,419	1,733
<b>Total Non Current Assets</b>	<b>15,003</b>	<b>14,729</b>	<b>14,079</b>
<b>Total Assets</b>	<b>102,487</b>	<b>107,527</b>	<b>106,440</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	11,879	11,650	11,963
Provisions	54,659	63,528	63,528
<b>Total Current Liabilities</b>	<b>66,538</b>	<b>75,178</b>	<b>75,491</b>
<b>Non Current Liabilities</b>			
Provisions	4,947	5,437	5,437
Other	268	182	182
<b>Total Non Current Liabilities</b>	<b>5,215</b>	<b>5,619</b>	<b>5,619</b>
<b>Total Liabilities</b>	<b>71,753</b>	<b>80,797</b>	<b>81,110</b>
<b>Net Assets</b>	<b>30,734</b>	<b>26,730</b>	<b>25,330</b>
<b>Equity</b>			
Accumulated funds	30,734	26,730	25,330
<b>Total Equity</b>	<b>30,734</b>	<b>26,730</b>	<b>25,330</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	106,297	104,012	111,705
Grants and subsidies	29,182	31,758	35,105
Other	144,704	143,757	141,005
<b>Total Payments</b>	<b>280,183</b>	<b>279,527</b>	<b>287,815</b>
<b>Receipts</b>			
Sale of goods and services	4,800	3,773	3,900
Interest received	326	2,360	500
Grants and contributions	229,949	234,822	241,000
Other	46,306	46,693	46,296
<b>Total Receipts</b>	<b>281,381</b>	<b>287,648</b>	<b>291,696</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,198</b>	<b>8,121</b>	<b>3,881</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	35	3	35
Purchases of property, plant and equipment	(2,750)	(2,994)	(4,000)
Other	(1,600)	(1,356)	(350)
<b>Net Cash Flows From Investing Activities</b>	<b>(4,315)</b>	<b>(4,347)</b>	<b>(4,315)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(3,117)</b>	<b>3,774</b>	<b>(434)</b>
Opening Cash and Cash Equivalents	86,937	84,816	88,590
<b>Closing Cash and Cash Equivalents</b>	<b>83,820</b>	<b>88,590</b>	<b>88,156</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,400)	(6,041)	(1,400)
Non cash items added back	5,000	6,143	5,000
Change in operating assets and liabilities	(2,402)	8,019	281
<b>Net Cash Flows From Operating Activities</b>	<b>1,198</b>	<b>8,121</b>	<b>3,881</b>

# New South Wales Crime Commission

## Service Group Statements

### Criminal Investigations and Confiscation of Assets

**Service description:** This service group covers the collection of evidence and intelligence for the prosecution of serious criminal offenders and the disruption of organised crime. It also covers the restraint and confiscation of assets accumulated through the conduct of criminal activities.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Charges	no.	684	520	200	380	360
Restraining orders	no.	60	54	70	75	75
Asset forfeiture orders	no.	40	42	45	25	25
Proceeds assessment orders	no.	24	35	45	30	30
Unexplained wealth orders	no.	1	3	5	10	10
<b>Employees:</b>	FTE	128	130	136	133	136
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				24,107	23,992	25,139
Total expenses include the following:						
Employee related				17,090	16,684	17,791
Other operating expenses				5,737	5,660	6,068
Capital Expenditure				1,890	1,590	1,782

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	17,090	16,684	17,791
Other operating expenses	5,737	5,660	6,068
Depreciation and amortisation	1,280	1,648	1,280
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>24,107</b>	<b>23,992</b>	<b>25,139</b>
<b>Revenue</b>			
Sales of goods and services	52	38	53
Grants and contributions	21,635	21,635	24,116
Acceptance by Crown Entity of employee benefits and other liabilities	641	571	602
Other revenue	...	42	...
<b>Total Revenue</b>	<b>22,328</b>	<b>22,286</b>	<b>24,771</b>
Gain/(loss) on disposal of non current assets	...	9	...
<b>Net Result</b>	<b>(1,779)</b>	<b>(1,697)</b>	<b>(368)</b>



## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	602	1,364	493
Receivables	556	327	502
<b>Total Current Assets</b>	<b>1,158</b>	<b>1,691</b>	<b>995</b>
<b>Non Current Assets</b>			
Receivables	134	44	44
Property, plant and equipment -			
Land and building	111	111	111
Plant and equipment	2,403	2,075	2,457
Intangibles	4,616	4,193	4,313
<b>Total Non Current Assets</b>	<b>7,264</b>	<b>6,423</b>	<b>6,925</b>
<b>Total Assets</b>	<b>8,422</b>	<b>8,114</b>	<b>7,920</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	852	586	772
Borrowings at amortised cost	12	12	...
Provisions	1,930	2,070	2,070
<b>Total Current Liabilities</b>	<b>2,794</b>	<b>2,668</b>	<b>2,842</b>
<b>Non Current Liabilities</b>			
Provisions	25	62	62
<b>Total Non Current Liabilities</b>	<b>25</b>	<b>62</b>	<b>62</b>
<b>Total Liabilities</b>	<b>2,819</b>	<b>2,730</b>	<b>2,904</b>
<b>Net Assets</b>	<b>5,603</b>	<b>5,384</b>	<b>5,016</b>
<b>Equity</b>			
Accumulated funds	5,603	5,384	5,016
<b>Total Equity</b>	<b>5,603</b>	<b>5,384</b>	<b>5,016</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	16,787	16,168	17,109
Other	5,370	5,526	6,749
<b>Total Payments</b>	<b>22,157</b>	<b>21,694</b>	<b>23,858</b>
<b>Receipts</b>			
Sale of goods and services	117	138	53
Interest received	18	34	...
Grants and contributions	21,635	21,635	24,116
Other	345	865	612
<b>Total Receipts</b>	<b>22,115</b>	<b>22,672</b>	<b>24,781</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(42)</b>	<b>978</b>	<b>923</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	55	...
Purchases of property, plant and equipment	(890)	(668)	(782)
Other	(1,000)	(922)	(1,000)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,890)</b>	<b>(1,535)</b>	<b>(1,782)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(55)	(55)	(12)
<b>Net Cash Flows From Financing Activities</b>	<b>(55)</b>	<b>(55)</b>	<b>(12)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,987)</b>	<b>(612)</b>	<b>(871)</b>
Opening Cash and Cash Equivalents	2,589	1,976	1,364
<b>Closing Cash and Cash Equivalents</b>	<b>602</b>	<b>1,364</b>	<b>493</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,779)	(1,697)	(368)
Non cash items added back	1,280	1,648	1,280
Change in operating assets and liabilities	457	1,027	11
<b>Net Cash Flows From Operating Activities</b>	<b>(42)</b>	<b>978</b>	<b>923</b>

# NSW Police Force

## Service Group Statements

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Average staffing across all service groups:</b>						
Total NSW Police (sworn and civilian)	FTE	19,714	19,949	20,009	20,028	20,051
Total actual Police positions at operational commands	%	98	98	98	98	98

## Community Support

**Service description:** This service group covers the provision of effective, timely and flexible 24-hour response to incidents, emergencies and public events. It also includes reduction of incentives and opportunities to commit crime, the provision of a highly visible police presence, and liaison/partnerships with the community and government organisations concerned with maintaining peace, order and public safety.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Urgent calls responded to within target time <sup>(a)</sup>	%	80	78	80	77	80
People feel safe walking/jogging by themselves in their neighbourhood at night <sup>(b)</sup>	%	61	61	61	62	61

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	1,684,201	1,748,164	1,707,276
Total expenses include the following:			
Employee related	1,364,947	1,380,554	1,356,885
Other operating expenses	228,858	250,976	214,327
Grants and subsidies	2,886	36,613	49,971
Other expenses	1,415	1,415	1,420
Capital Expenditure	90,975	69,879	111,064

(a) Target time for urgent calls is 12 minutes.

(b) Data sourced from the National Survey of Community Satisfaction with Policing.

## Criminal Investigation

**Service description:** This service group covers the detection and investigation of crime, the provision of forensic services and provides for the arrest or other relevant action in respect of offenders. It also includes specialist activities to target organised criminal activities and criminal groups, maintenance of forensic databases and criminal records, and liaison with other law enforcement agencies.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Legal actions excluding infringement notices <sup>(a)</sup>	thous	154	163	159	180	180
				—————2015-16—————		
				Budget \$000	Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				1,035,727	1,074,960	1,075,901
Total expenses include the following:						
Employee related				839,431	849,028	854,884
Other operating expenses				140,703	154,347	135,148
Grants and subsidies				1,776	22,526	31,536
Other expenses				870	870	896
Capital Expenditure				55,907	42,964	67,992

(a) Excludes non-NSW charges and charges for breach of bail.

## Traffic and Commuter Services

**Service description:** This service group covers the patrol of roads, highways and public transport corridors, the investigation of major vehicle crashes, the detection of traffic and transport offences (particularly those involving alcohol or drugs and speed), and the supervision of peak traffic flows. It also includes liaison/partnerships with community and government bodies concerned with road safety, traffic management and public transport.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Random breath tests undertaken	mill	4.4	5.8	5.8	6.5	6.5
Charges for prescribed concentration of alcohol	thous	20	19	20	19	19
Traffic infringement notices	thous	600	592	610	625	625
				2015-16		2016-17
				Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				390,474	380,000	415,712
Total expenses include the following:						
Employee related				321,410	300,167	335,101
Other operating expenses				49,410	54,569	49,281
Grants and subsidies				628	7,966	11,506
Other expenses				308	308	327
Capital Expenditure				19,423	15,191	24,073

## Judicial Support

**Service description:** This service group covers judicial and custodial services, the prosecution of offenders, presentation of evidence at court, including coronial inquiries, the provision of police transport and custody for people under police supervision, and the provision of a high level of support to victims and witnesses.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Juvenile diversions as a proportion of juvenile offenders to court	%	58	59	59	60	58
Legal actions where alleged offenders are proceeded against to court <sup>(a)</sup>	thous	129	137	133	152	152
				2015-16		2016-17
				Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				218,847	227,068	228,237
Total expenses include the following:						
Employee related				177,314	179,340	181,310
Other operating expenses				29,790	32,605	28,710
Grants and subsidies				375	4,760	6,690
Other expenses				184	184	190
Capital Expenditure				11,881	9,086	14,748

(a) Excludes non-NSW charges and charges for breach of bail.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	2,703,102	2,709,089	2,728,180
Other operating expenses	448,761	492,497	427,466
Depreciation and amortisation	158,243	143,243	158,243
Grants and subsidies	5,665	71,865	99,703
Finance costs	10,701	10,721	10,701
Other expenses	2,777	2,777	2,833
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>3,329,249</b>	<b>3,430,192</b>	<b>3,427,126</b>
<b>Revenue</b>			
Sales of goods and services	34,946	39,682	35,734
Investment revenue	...	34	...
Grants and contributions	3,116,323	3,122,770	3,270,003
Acceptance by Crown Entity of employee benefits and other liabilities	168,571	168,571	167,886
Other revenue	31,260	43,659	28,931
<b>Total Revenue</b>	<b>3,351,100</b>	<b>3,374,716</b>	<b>3,502,554</b>
Gain/(loss) on disposal of non current assets	(918)	(502)	(918)
Other gains/(losses)	(10)	(99)	(10)
<b>Net Result</b>	<b>20,923</b>	<b>(56,077)</b>	<b>74,500</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	75,860	23,034	64,230
Receivables	60,861	72,782	65,901
Assets held for sale	...	511	511
<b>Total Current Assets</b>	<b>136,721</b>	<b>96,327</b>	<b>130,642</b>
<b>Non Current Assets</b>			
Receivables	300	7,200	500
Property, plant and equipment -			
Land and building	1,432,529	1,323,711	1,361,701
Plant and equipment	194,709	295,044	339,414
Intangibles	79,672	98,538	76,469
<b>Total Non Current Assets</b>	<b>1,707,210</b>	<b>1,724,493</b>	<b>1,778,084</b>
<b>Total Assets</b>	<b>1,843,931</b>	<b>1,820,820</b>	<b>1,908,726</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	65,896	67,814	79,372
Borrowings at amortised cost	11,661	10,245	11,667
Provisions	438,207	441,751	458,158
Other	149	959	1,197
<b>Total Current Liabilities</b>	<b>515,913</b>	<b>520,769</b>	<b>550,394</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	124,151	135,662	110,979
Provisions	52,693	66,982	72,517
Other	142	142	71
<b>Total Non Current Liabilities</b>	<b>176,986</b>	<b>202,786</b>	<b>183,567</b>
<b>Total Liabilities</b>	<b>692,899</b>	<b>723,555</b>	<b>733,961</b>
<b>Net Assets</b>	<b>1,151,032</b>	<b>1,097,265</b>	<b>1,174,765</b>
<b>Equity</b>			
Reserves	484,639	518,795	521,795
Accumulated funds	666,393	578,470	652,970
<b>Total Equity</b>	<b>1,151,032</b>	<b>1,097,265</b>	<b>1,174,765</b>



## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	2,574,355	2,586,452	2,515,584
Grants and subsidies	5,665	71,865	99,703
Finance costs	10,701	10,721	10,701
Other	508,706	541,464	497,535
<b>Total Payments</b>	<b>3,099,427</b>	<b>3,210,502</b>	<b>3,123,523</b>
<b>Receipts</b>			
Sale of goods and services	34,946	37,170	38,157
Interest received	1,364	1,875	...
Grants and contributions	3,115,922	3,120,463	3,269,593
Other	98,774	102,484	96,682
<b>Total Receipts</b>	<b>3,251,006</b>	<b>3,261,992</b>	<b>3,404,432</b>
<b>Net Cash Flows From Operating Activities</b>	<b>151,579</b>	<b>51,490</b>	<b>280,909</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	1,713	2,129	1,425
Purchases of property, plant and equipment	(159,813)	(116,470)	(217,877)
Other	(18,373)	(18,373)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(176,473)</b>	<b>(132,714)</b>	<b>(216,452)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(10,245)	(150)	(23,261)
<b>Net Cash Flows From Financing Activities</b>	<b>(10,245)</b>	<b>(150)</b>	<b>(23,261)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(35,139)</b>	<b>(81,374)</b>	<b>41,196</b>
Opening Cash and Cash Equivalents	110,999	104,408	23,034
<b>Closing Cash and Cash Equivalents</b>	<b>75,860</b>	<b>23,034</b>	<b>64,230</b>
<b>Cash Flow Reconciliation</b>			
Net result	20,923	(56,077)	74,500
Non cash items added back	158,243	143,243	158,243
Change in operating assets and liabilities	(27,587)	(35,676)	48,166
<b>Net Cash Flows From Operating Activities</b>	<b>151,579</b>	<b>51,490</b>	<b>280,909</b>

## Service Group Statements

### Community Safety

**Service description:** This service group protects the community by enhancing community awareness of and participation in fire risk reduction, and reducing the environmental impact of the Rural Fire Service's (RFS's) bushfire response activities.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Community education programs - properties protected	no.	47,903	55,991	55,500	55,500	55,000
Development control assessments - properties protected	no.	46,834	52,855	45,000	45,000	45,000
<b>Employees:</b>	FTE	48	48	48	50	50
				2015-16		
				Budget \$000	Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				33,573	13,334	14,457
Total expenses include the following:						
Employee related				6,844	5,997	6,281
Other operating expenses				4,877	7,302	7,815
Grants and subsidies				21,813	...	...
Capital Expenditure				3,125	957	45

## Emergency Bush Fire Response Operations

**Service description:** This service group provides rapid and effective emergency response to incidents in bushfire prone areas to minimise injury and loss to the community.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Operation plans approved by Bushfire Coordinating Committee	%	100	100	100	100	100
Volunteer Competency Index - for three principal qualifications <sup>(a)</sup>	%	85	75	85	80	85
<b>Employees:</b> <sup>(b)</sup>	FTE	629	677	687	723	770
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				263,818	276,904	301,054
Total expenses include the following:						
Employee related				75,094	77,146	81,865
Other operating expenses				30,447	28,126	32,798
Grants and subsidies				137,769	154,914	152,146
Other expenses				15,937	11,943	30,144
<hr/>						
Capital Expenditure				10,213	8,313	12,950

(a) The NSW RFS has had an influx of over 6,000 new members since the October 2013 bushfires. The training and qualification of these new members takes some time which has led to a reduction in the index. It is expected that the index will return to normal trend by 2016-17.

(b) An increase of 47 Full-Time Equivalent staff in 2016-17 is due to additional fire mitigation crews, work assessors and fire behaviour analysts.

## Operational and Administrative Support

**Service description:** This service group provides management and administrative support functions including financial, human resources and operational support, firefighting fleet maintenance, and strategy and policy development.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
District community education strategies submitted by due date	%	100	100	100	100	100
Fire code development application approvals for buildings completed in 14 days <sup>(a)</sup>	%	57	35	70	24	30
<b>Employees:</b>	FTE	146	137	137	137	137
				2015-16		2016-17
				Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				64,210	62,755	56,888
Total expenses include the following:						
Employee related				22,258	20,554	22,737
Other operating expenses				36,826	30,428	24,982
Grants and subsidies				1,573	5,508	5,073
Other expenses				...	2,912	316
Capital Expenditure				...	1,703	5,306

(a) The low assessment completion rate in 2015-16 is due to a combination of high volume, high risk development assessments received and revised legislative arrangements with Councils. The RFS is currently working with Councils to align the assessment timeframe to the statutory requirement and expects the completion rate will increase in 2016-17.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	104,196	103,697	110,883
Other operating expenses	72,150	65,856	65,595
Depreciation and amortisation	8,163	8,163	8,242
Grants and subsidies	161,155	160,422	157,219
Other expenses	15,937	14,855	30,460
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>361,601</b>	<b>352,993</b>	<b>372,399</b>
<b>Revenue</b>			
Sales of goods and services	3,337	5,155	655
Investment revenue	...	1,700	755
Retained taxes, fees and fines	231,867	231,867	231,825
Grants and contributions	84,599	98,568	109,500
Acceptance by Crown Entity of employee benefits and other liabilities	688	688	705
Other revenue	5,256	17,854	8,097
<b>Total Revenue</b>	<b>325,747</b>	<b>355,832</b>	<b>351,537</b>
<b>Net Result</b>	<b>(35,854)</b>	<b>2,839</b>	<b>(20,862)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	30,772	71,984	45,968
Receivables	4,201	26,549	26,549
<b>Total Current Assets</b>	<b>34,973</b>	<b>98,533</b>	<b>72,517</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	233	250	135
Plant and equipment	25,363	22,145	22,015
Infrastructure systems	...	5,395	7,310
Intangibles	4,242	2,731	6,140
<b>Total Non Current Assets</b>	<b>29,838</b>	<b>30,521</b>	<b>35,600</b>
<b>Total Assets</b>	<b>64,811</b>	<b>129,054</b>	<b>108,117</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	18,414	21,699	21,699
Provisions	31,500	31,411	31,411
Other	75	86	86
<b>Total Current Liabilities</b>	<b>49,989</b>	<b>53,196</b>	<b>53,196</b>
<b>Non Current Liabilities</b>			
Provisions	900	1,310	1,310
Other	260	262	187
<b>Total Non Current Liabilities</b>	<b>1,160</b>	<b>1,572</b>	<b>1,497</b>
<b>Total Liabilities</b>	<b>51,149</b>	<b>54,768</b>	<b>54,693</b>
<b>Net Assets</b>	<b>13,662</b>	<b>74,286</b>	<b>53,424</b>
<b>Equity</b>			
Accumulated funds	13,662	74,286	53,424
<b>Total Equity</b>	<b>13,662</b>	<b>74,286</b>	<b>53,424</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	103,508	103,009	110,178
Grants and subsidies	119,106	125,672	111,415
Other	136,686	122,011	148,409
<b>Total Payments</b>	<b>359,300</b>	<b>350,692</b>	<b>370,002</b>
<b>Receipts</b>			
Sale of goods and services	3,337	5,155	655
Interest received	...	1,700	755
Retained taxes, fees and fines	231,867	231,867	231,825
Grants and contributions	47,761	61,319	72,646
Other	48,569	61,578	51,426
<b>Total Receipts</b>	<b>331,534</b>	<b>361,619</b>	<b>357,307</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(27,766)</b>	<b>10,927</b>	<b>(12,695)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	4,980	4,980	4,980
Purchases of property, plant and equipment	(10,213)	(8,883)	(13,841)
Other	(3,125)	(2,090)	(4,460)
<b>Net Cash Flows From Investing Activities</b>	<b>(8,358)</b>	<b>(5,993)</b>	<b>(13,321)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(36,124)</b>	<b>4,934</b>	<b>(26,016)</b>
Opening Cash and Cash Equivalents	66,896	67,050	71,984
<b>Closing Cash and Cash Equivalents</b>	<b>30,772</b>	<b>71,984</b>	<b>45,968</b>
<b>Cash Flow Reconciliation</b>			
Net result	(35,854)	2,839	(20,862)
Non cash items added back	8,163	8,107	8,242
Change in operating assets and liabilities	(75)	(19)	(75)
<b>Net Cash Flows From Operating Activities</b>	<b>(27,766)</b>	<b>10,927</b>	<b>(12,695)</b>

## Service Group Statements

### Community and Organisational Preparedness

**Service description:** This service group covers the preparedness and resilience of both communities and volunteers when preparing for and dealing with the impact of storms, floods, tsunamis and other emergency situations.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Number of cadets trained	no.	470	420	600	715	680
Number of FloodSafe brochures distributed	no.	46,000	40,000	35,000	39,265	40,000
Percentage of volunteers with fully qualified Storm Water Damage training	%	41.0	43.0	50.0	45.0	48.0
<b>Employees:</b>	FTE	114	108	100	100	100
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				19,630	19,901	20,802
Total expenses include the following:						
Employee related				9,394	9,395	10,346
Other operating expenses				9,128	9,512	9,270
Grants and subsidies				1,108	994	1,186
Capital Expenditure				1,817	...	...



## Emergency Management

**Service description:** This service group covers the capacity and capability to deliver emergency management services to reduce or mitigate property damage, injury and loss of life within the community and among volunteers.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Emergency Rescue calls answered within 20 seconds	%	100	100	100	100	100
Flood response tasks <sup>(a)</sup>	no.	1,113	2,632	n.a.	1,559 <sup>(b)</sup>	n.a.
Storm response tasks	no.	18,841	43,495	n.a.	21,040 <sup>(b)</sup>	n.a.
<b>Employees:</b>	FTE	184	186	189	190	190
				—————2015-16—————		2016-17
				Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				76,756	72,865	88,530
Total expenses include the following:						
Employee related				28,176	28,175	31,034
Other operating expenses				31,276	32,428	32,556
Grants and subsidies				8,322	7,981	13,554
Capital Expenditure				24,521	17,286	36,752

(a) These figures cannot be forecast because the frequency and severity of weather events are unpredictable.

(b) As at May 2016.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	37,570	37,570	41,380
Other operating expenses	40,404	41,940	41,826
Depreciation and amortisation	8,982	4,281	11,386
Grants and subsidies	9,430	8,975	14,740
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>96,386</b>	<b>92,766</b>	<b>109,332</b>
<b>Revenue</b>			
Sales of goods and services	38	38	39
Investment revenue	...	345	428
Retained taxes, fees and fines	77,947	77,947	84,902
Grants and contributions	27,435	28,410	34,898
Acceptance by Crown Entity of employee benefits and other liabilities	139	152	142
Other revenue	315	2,384	322
<b>Total Revenue</b>	<b>105,874</b>	<b>109,276</b>	<b>120,731</b>
Gain/(loss) on disposal of non current assets	(149)	43	(149)
<b>Net Result</b>	<b>9,339</b>	<b>16,553</b>	<b>11,250</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	14,714	30,655	16,759
Receivables	2,556	2,605	2,605
Inventories	6,001	5,649	5,649
Other	3	5	5
<b>Total Current Assets</b>	<b>23,274</b>	<b>38,914</b>	<b>25,018</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	7,678	8	13,194
Plant and equipment	34,912	38,970	50,930
<b>Total Non Current Assets</b>	<b>42,590</b>	<b>38,978</b>	<b>64,124</b>
<b>Total Assets</b>	<b>65,864</b>	<b>77,892</b>	<b>89,142</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	10,046	10,814	10,814
Provisions	4,018	4,019	4,019
<b>Total Current Liabilities</b>	<b>14,064</b>	<b>14,833</b>	<b>14,833</b>
<b>Non Current Liabilities</b>			
Provisions	40	69	69
<b>Total Non Current Liabilities</b>	<b>40</b>	<b>69</b>	<b>69</b>
<b>Total Liabilities</b>	<b>14,104</b>	<b>14,902</b>	<b>14,902</b>
<b>Net Assets</b>	<b>51,760</b>	<b>62,990</b>	<b>74,240</b>
<b>Equity</b>			
Accumulated funds	51,760	62,990	74,240
<b>Total Equity</b>	<b>51,760</b>	<b>62,990</b>	<b>74,240</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	37,431	37,418	41,238
Grants and subsidies	9,430	8,975	14,740
Other	41,704	43,240	43,126
<b>Total Payments</b>	<b>88,565</b>	<b>89,633</b>	<b>99,104</b>
<b>Receipts</b>			
Sale of goods and services	38	11,373	39
Interest received	...	345	428
Retained taxes, fees and fines	77,947	77,947	84,902
Grants and contributions	15,061	15,061	21,419
Other	13,989	16,587	15,101
<b>Total Receipts</b>	<b>107,035</b>	<b>121,313</b>	<b>121,889</b>
<b>Net Cash Flows From Operating Activities</b>	<b>18,470</b>	<b>31,680</b>	<b>22,785</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	71	263	71
Purchases of property, plant and equipment	(26,338)	(17,286)	(36,752)
<b>Net Cash Flows From Investing Activities</b>	<b>(26,267)</b>	<b>(17,023)</b>	<b>(36,681)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(7,797)</b>	<b>14,657</b>	<b>(13,896)</b>
Opening Cash and Cash Equivalents	22,511	15,998	30,655
<b>Closing Cash and Cash Equivalents</b>	<b>14,714</b>	<b>30,655</b>	<b>16,759</b>
<b>Cash Flow Reconciliation</b>			
Net result	9,339	16,553	11,250
Non cash items added back	8,982	3,835	11,386
Change in operating assets and liabilities	149	11,292	149
<b>Net Cash Flows From Operating Activities</b>	<b>18,470</b>	<b>31,680</b>	<b>22,785</b>

Financial Statements

Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	21,722	22,437	21,497
Other operating expenses	18,411	17,696	18,016
Depreciation and amortisation	5,352	3,000	3,000
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>45,485</b>	<b>43,133</b>	<b>42,513</b>
<b>Revenue</b>			
Sales of goods and services	10,538	10,765	10,538
Investment revenue	2,500	2,500	2,500
Grants and contributions	47,551	56,039	34,956
Acceptance by Crown Entity of employee benefits and other liabilities	685	685	701
Other revenue	895	180	18
<b>Total Revenue</b>	<b>62,169</b>	<b>70,169</b>	<b>48,713</b>
<b>Net Result</b>	<b>16,684</b>	<b>27,036</b>	<b>6,200</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	17,484	21,398	18,303
Receivables	2,883	1,289	1,289
Inventories	1,196	1,504	1,504
<b>Total Current Assets</b>	<b>21,563</b>	<b>24,191</b>	<b>21,096</b>
<b>Non Current Assets</b>			
Other financial assets	26,073	27,271	28,871
Property, plant and equipment -			
Land and building	220,913	242,435	246,214
Plant and equipment	1,146,493	1,344,918	1,348,834
Intangibles	44	382	382
<b>Total Non Current Assets</b>	<b>1,393,523</b>	<b>1,615,006</b>	<b>1,624,301</b>
<b>Total Assets</b>	<b>1,415,086</b>	<b>1,639,197</b>	<b>1,645,397</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,508	5,738	5,738
Provisions	2,932	2,838	2,838
Other	648	6,775	6,775
<b>Total Current Liabilities</b>	<b>7,088</b>	<b>15,351</b>	<b>15,351</b>
<b>Non Current Liabilities</b>			
Provisions	22	48	48
<b>Total Non Current Liabilities</b>	<b>22</b>	<b>48</b>	<b>48</b>
<b>Total Liabilities</b>	<b>7,110</b>	<b>15,399</b>	<b>15,399</b>
<b>Net Assets</b>	<b>1,407,976</b>	<b>1,623,798</b>	<b>1,629,998</b>
<b>Equity</b>			
Reserves	586,112	784,543	784,543
Accumulated funds	821,864	839,255	845,455
<b>Total Equity</b>	<b>1,407,976</b>	<b>1,623,798</b>	<b>1,629,998</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	21,037	21,752	20,796
Other	20,471	18,006	20,016
<b>Total Payments</b>	<b>41,508</b>	<b>39,758</b>	<b>40,812</b>
<b>Receipts</b>			
Sale of goods and services	10,538	11,165	10,538
Interest received	1,700	2,000	1,700
Grants and contributions	40,551	41,039	27,956
Other	7,955	11,240	7,018
<b>Total Receipts</b>	<b>60,744</b>	<b>65,444</b>	<b>47,212</b>
<b>Net Cash Flows From Operating Activities</b>	<b>19,236</b>	<b>25,686</b>	<b>6,400</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(18,160)	(21,655)	(8,695)
Purchases of investments	(800)	(1,100)	(800)
<b>Net Cash Flows From Investing Activities</b>	<b>(18,960)</b>	<b>(22,755)</b>	<b>(9,495)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>276</b>	<b>2,931</b>	<b>(3,095)</b>
Opening Cash and Cash Equivalents	17,208	18,467	21,398
<b>Closing Cash and Cash Equivalents</b>	<b>17,484</b>	<b>21,398</b>	<b>18,303</b>
<b>Cash Flow Reconciliation</b>			
Net result	16,684	27,036	6,200
Non cash items added back	2,552	(3,500)	200
Change in operating assets and liabilities	...	2,150	...
<b>Net Cash Flows From Operating Activities</b>	<b>19,236</b>	<b>25,686</b>	<b>6,400</b>

# Australian Museum

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	25,232	25,827	23,275
Other operating expenses	11,363	13,665	14,006
Depreciation and amortisation	4,850	5,700	5,800
Grants and subsidies	87	213	219
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>41,532</b>	<b>45,405</b>	<b>43,300</b>
<b>Revenue</b>			
Sales of goods and services	8,486	7,478	7,677
Investment revenue	...	354	243
Grants and contributions	33,581	38,299	33,910
Acceptance by Crown Entity of employee benefits and other liabilities	1,250	995	1,000
Other revenue	14	...	80
<b>Total Revenue</b>	<b>43,331</b>	<b>47,126</b>	<b>42,910</b>
Gain/(loss) on disposal of non current assets	...	(6)	...
Other gains/(losses)	...	46,609	(5)
<b>Net Result</b>	<b>1,799</b>	<b>48,324</b>	<b>(395)</b>



## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	12,143	655	1,106
Receivables	1,387	1,160	1,180
Other financial assets	...	14,381	5,212
Inventories	160	156	156
<b>Total Current Assets</b>	<b>13,690</b>	<b>16,352</b>	<b>7,654</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Land and building	230,235	231,143	240,700
Plant and equipment	524,764	689,956	688,915
Intangibles	140	482	309
<b>Total Non Current Assets</b>	<b>755,139</b>	<b>921,581</b>	<b>929,924</b>
<b>Total Assets</b>	<b>768,829</b>	<b>937,933</b>	<b>937,578</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,833	1,229	1,369
Provisions	3,268	3,147	3,047
Other	1,000	...	...
<b>Total Current Liabilities</b>	<b>6,101</b>	<b>4,376</b>	<b>4,416</b>
<b>Total Liabilities</b>	<b>6,101</b>	<b>4,376</b>	<b>4,416</b>
<b>Net Assets</b>	<b>762,728</b>	<b>933,557</b>	<b>933,162</b>
<b>Equity</b>			
Reserves	214,451	336,038	336,038
Accumulated funds	548,277	597,519	597,124
<b>Total Equity</b>	<b>762,728</b>	<b>933,557</b>	<b>933,162</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	24,082	24,932	22,375
Grants and subsidies	87	213	219
Other	15,563	20,754	17,891
<b>Total Payments</b>	<b>39,732</b>	<b>45,899</b>	<b>40,485</b>
<b>Receipts</b>			
Sale of goods and services	8,486	7,289	7,677
Interest received	...	354	243
Grants and contributions	30,456	35,122	26,928
Other	7,139	7,177	11,062
<b>Total Receipts</b>	<b>46,081</b>	<b>49,942</b>	<b>45,910</b>
<b>Net Cash Flows From Operating Activities</b>	<b>6,349</b>	<b>4,043</b>	<b>5,425</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	14	...
Advance repayments received	...	...	9,169
Purchases of property, plant and equipment	(6,041)	(4,301)	(14,143)
Purchases of investments	...	(7,381)	...
Other	...	(343)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(6,041)</b>	<b>(12,011)</b>	<b>(4,974)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>308</b>	<b>(7,968)</b>	<b>451</b>
Opening Cash and Cash Equivalents	11,835	15,623	655
Reclassification of Cash Equivalents	...	(7,000)	...
<b>Closing Cash and Cash Equivalents</b>	<b>12,143</b>	<b>655</b>	<b>1,106</b>
<b>Cash Flow Reconciliation</b>			
Net result	1,799	48,324	(395)
Non cash items added back	4,850	(40,909)	5,805
Change in operating assets and liabilities	(300)	(3,372)	15
<b>Net Cash Flows From Operating Activities</b>	<b>6,349</b>	<b>4,043</b>	<b>5,425</b>

# Museum of Applied Arts and Sciences

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## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	24,999	24,677	25,629
Other operating expenses	13,944	17,427	16,959
Depreciation and amortisation	5,710	5,019	5,940
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>44,653</b>	<b>47,123</b>	<b>48,528</b>
<b>Revenue</b>			
Sales of goods and services	5,115	7,590	7,610
Investment revenue	265	160	265
Grants and contributions	61,588	55,438	44,790
Acceptance by Crown Entity of employee benefits and other liabilities	901	901	923
Other revenue	250	550	250
<b>Total Revenue</b>	<b>68,119</b>	<b>64,639</b>	<b>53,838</b>
<b>Net Result</b>	<b>23,466</b>	<b>17,516</b>	<b>5,310</b>

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## Balance Sheet

	2015-16		2016-17 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,111	7,026	1,477
Receivables	864	998	998
Inventories	...	169	169
<b>Total Current Assets</b>	<b>2,975</b>	<b>8,193</b>	<b>2,644</b>
<b>Non Current Assets</b>			
Other financial assets	2,493	2,519	2,544
Property, plant and equipment -			
Land and building	205,243	196,462	205,698
Plant and equipment	419,061	317,322	318,954
<b>Total Non Current Assets</b>	<b>626,797</b>	<b>516,303</b>	<b>527,196</b>
<b>Total Assets</b>	<b>629,772</b>	<b>524,496</b>	<b>529,840</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,982	2,339	2,373
Provisions	2,110	2,064	2,064
Other	626	...	...
<b>Total Current Liabilities</b>	<b>5,718</b>	<b>4,403</b>	<b>4,437</b>
<b>Non Current Liabilities</b>			
Provisions	50	32	32
<b>Total Non Current Liabilities</b>	<b>50</b>	<b>32</b>	<b>32</b>
<b>Total Liabilities</b>	<b>5,768</b>	<b>4,435</b>	<b>4,469</b>
<b>Net Assets</b>	<b>624,004</b>	<b>520,061</b>	<b>525,371</b>
<b>Equity</b>			
Reserves	186,474	164,197	164,197
Accumulated funds	437,530	355,864	361,174
<b>Total Equity</b>	<b>624,004</b>	<b>520,061</b>	<b>525,371</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	24,778	24,301	24,631
Other	12,259	17,973	17,800
<b>Total Payments</b>	<b>37,037</b>	<b>42,274</b>	<b>42,431</b>
<b>Receipts</b>			
Sale of goods and services	5,115	7,582	7,610
Interest received	140	85	140
Grants and contributions	57,788	51,288	40,290
Other	1,550	4,557	4,650
<b>Total Receipts</b>	<b>64,593</b>	<b>63,512</b>	<b>52,690</b>
<b>Net Cash Flows From Operating Activities</b>	<b>27,556</b>	<b>21,238</b>	<b>10,259</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(30,231)	(22,248)	(15,908)
<b>Net Cash Flows From Investing Activities</b>	<b>(30,231)</b>	<b>(22,248)</b>	<b>(15,908)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(2,675)</b>	<b>(1,010)</b>	<b>(5,649)</b>
Opening Cash and Cash Equivalents	4,686	7,986	7,026
Reclassification of Cash Equivalents	100	50	100
<b>Closing Cash and Cash Equivalents</b>	<b>2,111</b>	<b>7,026</b>	<b>1,477</b>
<b>Cash Flow Reconciliation</b>			
Net result	23,466	17,516	5,310
Non cash items added back	4,685	3,494	4,915
Change in operating assets and liabilities	(595)	228	34
<b>Net Cash Flows From Operating Activities</b>	<b>27,556</b>	<b>21,238</b>	<b>10,259</b>

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	87,976	87,922	94,244
Depreciation and amortisation	5,558	5,557	4,445
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>93,534</b>	<b>93,479</b>	<b>98,689</b>
<b>Revenue</b>			
Sales of goods and services	59,257	59,989	54,266
Investment revenue	5,119	5,119	5,852
Grants and contributions	13,434	13,684	30,462
Other revenue	10,846	10,815	3,470
<b>Total Revenue</b>	<b>88,656</b>	<b>89,607</b>	<b>94,050</b>
Gain/(loss) on disposal of non current assets	...	(5)	...
Other gains/(losses)	...	(4)	...
<b>Net Result</b>	<b>(4,878)</b>	<b>(3,881)</b>	<b>(4,639)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,909	24,562	6,142
Receivables	22,046	24,853	24,853
<b>Total Current Assets</b>	<b>25,955</b>	<b>49,415</b>	<b>30,995</b>
<b>Non Current Assets</b>			
Other financial assets	52,073	50,238	41,385
Property, plant and equipment -			
Land and building	23,064	24,751	24,227
Plant and equipment	22,057	11,945	23,224
Intangibles	18,557	6,777	18,662
<b>Total Non Current Assets</b>	<b>115,751</b>	<b>93,711</b>	<b>107,498</b>
<b>Total Assets</b>	<b>141,706</b>	<b>143,126</b>	<b>138,493</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,963	5,231	5,237
Provisions	24,500	27,747	27,747
<b>Total Current Liabilities</b>	<b>30,463</b>	<b>32,978</b>	<b>32,984</b>
<b>Non Current Liabilities</b>			
Provisions	...	400	400
Other	69,872	79,318	79,318
<b>Total Non Current Liabilities</b>	<b>69,872</b>	<b>79,718</b>	<b>79,718</b>
<b>Total Liabilities</b>	<b>100,335</b>	<b>112,696</b>	<b>112,702</b>
<b>Net Assets</b>	<b>41,371</b>	<b>30,430</b>	<b>25,791</b>
<b>Equity</b>			
Reserves	5,641	7,320	7,320
Accumulated funds	35,730	23,110	18,471
<b>Total Equity</b>	<b>41,371</b>	<b>30,430</b>	<b>25,791</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	93,417	92,448	99,679
<b>Total Payments</b>	<b>93,417</b>	<b>92,448</b>	<b>99,679</b>
<b>Receipts</b>			
Sale of goods and services	59,257	60,571	54,276
Interest received	2,119	1,992	2,052
Grants and contributions	13,434	13,684	30,462
Other	16,287	15,059	8,901
<b>Total Receipts</b>	<b>91,097</b>	<b>91,306</b>	<b>95,691</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(2,320)</b>	<b>(1,142)</b>	<b>(3,988)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	6,056	5,406	14,185
Purchases of property, plant and equipment	(11,316)	(1,882)	(14,386)
Purchases of investments	(1,495)	(1,495)	(1,532)
Other	(15,311)	(5,272)	(12,699)
<b>Net Cash Flows From Investing Activities</b>	<b>(22,066)</b>	<b>(3,243)</b>	<b>(14,432)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(24,386)</b>	<b>(4,385)</b>	<b>(18,420)</b>
Opening Cash and Cash Equivalents	28,295	28,947	24,562
<b>Closing Cash and Cash Equivalents</b>	<b>3,909</b>	<b>24,562</b>	<b>6,142</b>
<b>Cash Flow Reconciliation</b>			
Net result	(4,878)	(3,881)	(4,639)
Non cash items added back	2,558	2,557	645
Change in operating assets and liabilities	...	182	6
<b>Net Cash Flows From Operating Activities</b>	<b>(2,320)</b>	<b>(1,142)</b>	<b>(3,988)</b>



Financial Statements

Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	30,710	31,651	30,768
Other operating expenses	16,323	19,168	18,048
Depreciation and amortisation	16,336	13,575	15,278
Grants and subsidies	27,518	27,732	28,322
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>90,887</b>	<b>92,126</b>	<b>92,416</b>
<b>Revenue</b>			
Sales of goods and services	1,895	1,810	1,601
Investment revenue	1,300	500	694
Grants and contributions	85,249	88,848	94,517
Acceptance by Crown Entity of employee benefits and other liabilities	2,252	2,220	2,312
Other revenue	10	1,466	849
<b>Total Revenue</b>	<b>90,706</b>	<b>94,844</b>	<b>99,973</b>
Other gains/(losses)	(22)	(22)	(22)
<b>Net Result</b>	<b>(203)</b>	<b>2,696</b>	<b>7,535</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,225	2,238	3,306
Receivables	4,838	1,834	1,834
Other financial assets	1,541	3,880	3,880
Inventories	170	150	150
<b>Total Current Assets</b>	<b>8,774</b>	<b>8,102</b>	<b>9,170</b>
<b>Non Current Assets</b>			
Other financial assets	23,262	23,131	23,375
Property, plant and equipment -			
Land and building	237,997	244,931	244,147
Plant and equipment	3,155,675	3,168,506	3,175,872
Intangibles	21,473	42,715	42,715
<b>Total Non Current Assets</b>	<b>3,438,407</b>	<b>3,479,283</b>	<b>3,486,109</b>
<b>Total Assets</b>	<b>3,447,181</b>	<b>3,487,385</b>	<b>3,495,279</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	13,030	10,373	10,732
Provisions	4,774	4,064	4,064
Other	75	162	162
<b>Total Current Liabilities</b>	<b>17,879</b>	<b>14,599</b>	<b>14,958</b>
<b>Non Current Liabilities</b>			
Provisions	450	56	56
<b>Total Non Current Liabilities</b>	<b>450</b>	<b>56</b>	<b>56</b>
<b>Total Liabilities</b>	<b>18,329</b>	<b>14,655</b>	<b>15,014</b>
<b>Net Assets</b>	<b>3,428,852</b>	<b>3,472,730</b>	<b>3,480,265</b>
<b>Equity</b>			
Reserves	1,792,316	1,831,657	1,831,657
Accumulated funds	1,636,536	1,641,073	1,648,608
<b>Total Equity</b>	<b>3,428,852</b>	<b>3,472,730</b>	<b>3,480,265</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	28,459	29,103	28,456
Grants and subsidies	27,518	27,732	28,322
Other	20,199	24,124	23,145
<b>Total Payments</b>	<b>76,176</b>	<b>80,959</b>	<b>79,923</b>
<b>Receipts</b>			
Sale of goods and services	1,831	1,746	1,579
Interest received	1,000	400	843
Grants and contributions	82,021	85,917	90,913
Other	8,150	9,853	9,909
<b>Total Receipts</b>	<b>93,002</b>	<b>97,916</b>	<b>103,244</b>
<b>Net Cash Flows From Operating Activities</b>	<b>16,826</b>	<b>16,957</b>	<b>23,321</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	720	720	720
Advance repayments received	...	1,226	36
Purchases of property, plant and equipment	(23,427)	(13,369)	(21,860)
Purchases of investments	(700)	(2,138)	(1,149)
Other	...	(7,058)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(23,407)</b>	<b>(20,619)</b>	<b>(22,253)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(6,581)</b>	<b>(3,662)</b>	<b>1,068</b>
Opening Cash and Cash Equivalents	8,806	5,900	2,238
<b>Closing Cash and Cash Equivalents</b>	<b>2,225</b>	<b>2,238</b>	<b>3,306</b>
<b>Cash Flow Reconciliation</b>			
Net result	(203)	2,696	7,535
Non cash items added back	16,036	13,475	15,427
Change in operating assets and liabilities	993	786	359
<b>Net Cash Flows From Operating Activities</b>	<b>16,826</b>	<b>16,957</b>	<b>23,321</b>

## Introduction

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The Judicial Commission of New South Wales promotes excellence in judicial performance. It works closely with other organisations, including the courts and the Sentencing Council, to increase public confidence in judicial decisions and to reduce crime.

The Commission, an independent statutory corporation, operates under the *Judicial Officers Act 1986*.

## Services

The Commission's key services involve delivering an extensive judicial education program, delivering a research and sentencing program and examining complaints against judicial officers promptly and efficiently.

## 2016-17 Budget Highlights

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In 2016-17, the Commission's key initiatives include:

- \$150,000 for an ongoing review and update of the suggested directions to juries in the Criminal Trial Court Bench Book to ensure jurors can easily understand them, with an emphasis on directions given for difficult areas of the law
- \$150,000 for an ongoing review and update of the Civil Trials Bench Book to reflect recent changes to case law and amendments to legislation
- \$200,000 to enhance education and training sessions developed using effective adult learning principles and deliver more online and distance education resources, with an emphasis on child sexual assault trials and domestic violence matters.

## Service Group Statements

### Education, Sentencing and Complaints

**Service description:** This service group covers the provision of education services to promote a better informed and professional judiciary, sentencing information to ensure consistency in sentencing, and the effective examination of complaints in accordance with statutory provisions.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Judicial education days	no.	1,168	1,075	1,400	1,200	1,200
Average number of training days per judicial officer	no.	4.6	4.6	5.0	5.0	5.0
JIRS usage-page hits per month	no.	123,338	127,303	110,000	112,500	112,500
Sentencing monographs, sentencing trend papers, bench book updates and other publications	no.	35	34	25	34	34
Complaints finalised within six months	%	87	100	90	90	90
<b>Employees:</b>	FTE	35	35	34	35	35
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				6,489	6,003	6,709
Total expenses include the following:						
Employee related				4,569	4,477	4,546
Other operating expenses				1,722	1,413	1,843
Grants and subsidies				6	6	6
Capital Expenditure				1,900	150	1,900

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	4,569	4,477	4,546
Other operating expenses	1,722	1,413	1,843
Depreciation and amortisation	192	107	314
Grants and subsidies	6	6	6
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>6,489</b>	<b>6,003</b>	<b>6,709</b>
<b>Revenue</b>			
Appropriation	5,946	3,846	7,138
Sales of goods and services	817	818	826
Investment revenue	1	...	1
Acceptance by Crown Entity of employee benefits and other liabilities	220	155	136
Other revenue	38	14	48
<b>Total Revenue</b>	<b>7,022</b>	<b>4,833</b>	<b>8,149</b>
<b>Net Result</b>	<b>533</b>	<b>(1,170)</b>	<b>1,440</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	230	236	169
Receivables	40	25	34
<b>Total Current Assets</b>	<b>270</b>	<b>261</b>	<b>203</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	1,950	323	1,909
Intangibles	...	15	15
<b>Total Non Current Assets</b>	<b>1,950</b>	<b>338</b>	<b>1,924</b>
<b>Total Assets</b>	<b>2,220</b>	<b>599</b>	<b>2,127</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	150	280	368
Provisions	389	389	389
<b>Total Current Liabilities</b>	<b>539</b>	<b>669</b>	<b>757</b>
<b>Total Liabilities</b>	<b>539</b>	<b>669</b>	<b>757</b>
<b>Net Assets</b>	<b>1,681</b>	<b>(70)</b>	<b>1,370</b>
<b>Equity</b>			
Accumulated funds	1,681	(70)	1,370
<b>Total Equity</b>	<b>1,681</b>	<b>(70)</b>	<b>1,370</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	4,469	4,570	4,410
Grants and subsidies	6	6	6
Other	1,901	1,581	1,934
<b>Total Payments</b>	<b>6,376</b>	<b>6,157</b>	<b>6,350</b>
<b>Receipts</b>			
Appropriation	5,946	3,846	7,138
Sale of goods and services	817	811	826
Interest received	10	15	(8)
Cash transfers to the Crown Entity	...	(103)	...
Other	217	193	227
<b>Total Receipts</b>	<b>6,990</b>	<b>4,762</b>	<b>8,183</b>
<b>Net Cash Flows From Operating Activities</b>	<b>614</b>	<b>(1,395)</b>	<b>1,833</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(1,900)	(144)	(1,900)
Other	...	(6)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(1,900)</b>	<b>(150)</b>	<b>(1,900)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,286)</b>	<b>(1,545)</b>	<b>(67)</b>
Opening Cash and Cash Equivalents	1,516	1,781	236
<b>Closing Cash and Cash Equivalents</b>	<b>230</b>	<b>236</b>	<b>169</b>
<b>Cash Flow Reconciliation</b>			
Net result	533	(1,170)	1,440
Non cash items added back	192	107	314
Change in operating assets and liabilities	(111)	(332)	79
<b>Net Cash Flows From Operating Activities</b>	<b>614</b>	<b>(1,395)</b>	<b>1,833</b>



## Introduction

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The Office of the Director of Public Prosecutions (ODPP) works to provide an independent and just prosecution service to the people of New South Wales.

The ODPP operates under the *Director of Public Prosecutions Act 1986*, the *Crown Prosecutors Act 1986*, the *Victims Rights Act 1996* and ODPP Prosecution Guidelines.

## Services

The ODPP's key services involve:

- the prosecution of serious crimes in all NSW courts and the High Court on the Crown's behalf, and the conduct of all child sexual assault summary prosecutions
- ensuring victims and witnesses have enough information and support to take part during prosecution.

## 2016-17 Budget Highlights

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In 2016-17, ODPP's total expenditure will be \$136.7 million. This covers:

- \$129 million on prosecution services including \$1.8 million for the Child Sexual Assault Pilot to trial fast tracking of matters to support victims
- \$7.7 million on victim and witness assistance services.

## Service Group Statements

### Prosecutions

**Service description:** This service group covers the institution and conduct of prosecutions and related proceedings for indictable offences under NSW laws. This includes providing advice to police and investigative agencies on evidentiary matters, participating in the law reform process and capturing the proceeds of crime.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures: <sup>(a)</sup></b>						
Committals completed	no.	6,284	6,516	6,441	5,841	6,020
Cases summarily disposed of in Local Court	no.	2,627	2,701	2,693	1,745	1,799
Cases committed for trial	no.	1,858	1,917	1,905	1,938	1,997
Cases committed for sentence in higher courts	no.	1,799	1,898	1,844	2,157	2,224
Trial matters concluded	no.	1,827	1,673	1,671	1,545	1,624
<b>Employees:</b>	FTE	579	586	625	615	633
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				119,828	119,716	129,030
Total expenses include the following:						
Employee related				100,053	95,476	106,984
Other operating expenses				16,595	20,979	18,862
Grants and subsidies				103	1	107
Capital Expenditure				2,943	2,939	2,995

(a) The methodology for calculating revised and forecast figures has changed due to improved business intelligence reporting.

## Victim and Witness Assistance

**Service description:** This service group covers the provision of information, referral and support services to victims of violent crimes and to vulnerable witnesses who give evidence in matters prosecuted by the Director of Public Prosecutions.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Victims and witnesses assisted by the Witness Assistance Service	no.	5,549	5,800	5,950	5,983	6,100
<b>Employees:</b>	FTE	29	29	30	30	31
				—————2015-16—————		2016-17
				Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				7,411	7,265	7,699
Total expenses include the following:						
Employee related				3,304	3,418	3,504
Other operating expenses				598	626	624
Grants and subsidies				4	...	...
Other expenses				3,342	3,059	3,408
Capital Expenditure				125	129	73

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	103,357	98,894	110,488
Other operating expenses	17,193	21,605	19,486
Depreciation and amortisation	3,240	3,422	3,240
Grants and subsidies	107	1	107
Other expenses	3,342	3,059	3,408
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>127,239</b>	<b>126,981</b>	<b>136,729</b>
<b>Revenue</b>			
Appropriation	118,858	117,058	128,237
Sales of goods and services	80	80	82
Grants and contributions	...	4,091	...
Acceptance by Crown Entity of employee benefits and other liabilities	8,380	6,162	8,590
Other revenue	34	49	35
<b>Total Revenue</b>	<b>127,352</b>	<b>127,440</b>	<b>136,944</b>
Gain/(loss) on disposal of non current assets	5	5	5
<b>Net Result</b>	<b>118</b>	<b>464</b>	<b>220</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,824	2,493	2,506
Receivables	1,550	2,288	3,088
<b>Total Current Assets</b>	<b>4,374</b>	<b>4,781</b>	<b>5,594</b>
<b>Non Current Assets</b>			
Receivables	...	12	...
Property, plant and equipment - Plant and equipment	8,928	9,425	8,450
Intangibles	1,383	2,603	3,406
<b>Total Non Current Assets</b>	<b>10,311</b>	<b>12,040</b>	<b>11,856</b>
<b>Total Assets</b>	<b>14,685</b>	<b>16,821</b>	<b>17,450</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,695	2,186	2,666
Provisions	10,787	11,508	11,431
Other	275	552	458
<b>Total Current Liabilities</b>	<b>13,757</b>	<b>14,246</b>	<b>14,555</b>
<b>Non Current Liabilities</b>			
Provisions	2,914	2,582	2,864
Other	...	475	293
<b>Total Non Current Liabilities</b>	<b>2,914</b>	<b>3,057</b>	<b>3,157</b>
<b>Total Liabilities</b>	<b>16,671</b>	<b>17,303</b>	<b>17,712</b>
<b>Net Assets</b>	<b>(1,986)</b>	<b>(482)</b>	<b>(262)</b>
<b>Equity</b>			
Accumulated funds	(1,986)	(482)	(262)
<b>Total Equity</b>	<b>(1,986)</b>	<b>(482)</b>	<b>(262)</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	96,027	93,636	101,137
Grants and subsidies	107	1	107
Other	22,226	28,008	26,282
<b>Total Payments</b>	<b>118,360</b>	<b>121,645</b>	<b>127,526</b>
<b>Receipts</b>			
Appropriation	118,858	117,058	128,237
Sale of goods and services	80	80	82
Interest received	112	90	...
Grants and contributions	...	4,091	...
Cash transfers to the Crown Entity	...	(118)	...
Other	2,414	3,302	2,283
<b>Total Receipts</b>	<b>121,464</b>	<b>124,503</b>	<b>130,602</b>
<b>Net Cash Flows From Operating Activities</b>	<b>3,104</b>	<b>2,858</b>	<b>3,076</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	5	10	5
Purchases of property, plant and equipment	(2,568)	(2,245)	(1,940)
Other	(500)	(823)	(1,128)
<b>Net Cash Flows From Investing Activities</b>	<b>(3,063)</b>	<b>(3,058)</b>	<b>(3,063)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>41</b>	<b>(200)</b>	<b>13</b>
Opening Cash and Cash Equivalents	2,783	2,693	2,493
<b>Closing Cash and Cash Equivalents</b>	<b>2,824</b>	<b>2,493</b>	<b>2,506</b>
<b>Cash Flow Reconciliation</b>			
Net result	118	464	220
Non cash items added back	3,240	3,422	3,240
Change in operating assets and liabilities	(254)	(1,028)	(384)
<b>Net Cash Flows From Operating Activities</b>	<b>3,104</b>	<b>2,858</b>	<b>3,076</b>

## Introduction

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The Police Integrity Commission prevents, detects and investigates serious misconduct by NSW Police Force and New South Wales Crime Commission officers.

The Commission operates under the *Police Integrity Commission Act 1996*.

In November 2015, the NSW Government announced that a new Law Enforcement Conduct Commission will be established to replace the Commission and the Police and Compliance Branch of the Office of the Ombudsman. The Law Enforcement Conduct Commission is expected to commence operations in early 2017.

## Services

The Commission's key service involves investigating, researching and managing complaints against officers of the NSW Police Force and New South Wales Crime Commission.

## 2016-17 Budget Highlights

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In 2016-17, the Commission will spend \$22 million on detecting and investigating misconduct within the NSW Police Force and the New South Wales Crime Commission.

## Service Group Statements

### Investigations, Research and Complaint Management

**Service description:** This service group covers the detection and investigation of serious misconduct by police and others and the development of effective research projects leading to recommendations for reform and practice improvements within the NSW Police Force and New South Wales Crime Commission.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Active full investigations	no.	36	40	42	43	40
Research projects and reports including reform recommendations	no.	2	1	2	1	1
Complaints assessed	no.	1,307	1,376	1,332	1,370	1,330
<b>Employees:</b>	FTE	96	91	96	91	91
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				20,084	18,055	21,865
Total expenses include the following:						
Employee related				14,710	13,675	16,224
Other operating expenses				4,204	3,344	4,491
Grants and subsidies				...	10	...
Capital Expenditure				1,200	400	2,000



## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	14,710	13,675	16,224
Other operating expenses	4,204	3,344	4,491
Depreciation and amortisation	1,170	1,026	1,150
Grants and subsidies	...	10	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>20,084</b>	<b>18,055</b>	<b>21,865</b>
<b>Revenue</b>			
Appropriation	18,376	15,676	21,163
Acceptance by Crown Entity of employee benefits and other liabilities	751	751	770
<b>Total Revenue</b>	<b>19,127</b>	<b>16,427</b>	<b>21,933</b>
Gain/(loss) on disposal of non current assets	...	19	...
<b>Net Result</b>	<b>(957)</b>	<b>(1,609)</b>	<b>68</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	599	1,085	613
Receivables	414	483	530
<b>Total Current Assets</b>	<b>1,013</b>	<b>1,568</b>	<b>1,143</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	261	109	309
Plant and equipment	2,275	1,247	1,817
Intangibles	196	77	157
<b>Total Non Current Assets</b>	<b>2,732</b>	<b>1,433</b>	<b>2,283</b>
<b>Total Assets</b>	<b>3,745</b>	<b>3,001</b>	<b>3,426</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	198	79	408
Provisions	1,195	1,184	1,212
<b>Total Current Liabilities</b>	<b>1,393</b>	<b>1,263</b>	<b>1,620</b>
<b>Non Current Liabilities</b>			
Provisions	480	534	534
<b>Total Non Current Liabilities</b>	<b>480</b>	<b>534</b>	<b>534</b>
<b>Total Liabilities</b>	<b>1,873</b>	<b>1,797</b>	<b>2,154</b>
<b>Net Assets</b>	<b>1,872</b>	<b>1,204</b>	<b>1,272</b>
<b>Equity</b>			
Reserves	416	416	416
Accumulated funds	1,456	788	856
<b>Total Equity</b>	<b>1,872</b>	<b>1,204</b>	<b>1,272</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	14,281	13,270	15,124
Grants and subsidies	...	10	...
Other	4,866	4,006	5,104
<b>Total Payments</b>	<b>19,147</b>	<b>17,286</b>	<b>20,228</b>
<b>Receipts</b>			
Appropriation	18,376	15,676	21,163
Interest received	25	32	...
Cash transfers to the Crown Entity	...	(175)	...
Other	583	583	593
<b>Total Receipts</b>	<b>18,984</b>	<b>16,116</b>	<b>21,756</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(163)</b>	<b>(1,170)</b>	<b>1,528</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	19	...
Purchases of property, plant and equipment	(1,100)	(350)	(1,800)
Other	(100)	(50)	(200)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,200)</b>	<b>(381)</b>	<b>(2,000)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,363)</b>	<b>(1,551)</b>	<b>(472)</b>
Opening Cash and Cash Equivalents	1,962	2,636	1,085
<b>Closing Cash and Cash Equivalents</b>	<b>599</b>	<b>1,085</b>	<b>613</b>
<b>Cash Flow Reconciliation</b>			
Net result	(957)	(1,609)	68
Non cash items added back	1,170	1,020	1,150
Change in operating assets and liabilities	(376)	(581)	310
<b>Net Cash Flows From Operating Activities</b>	<b>(163)</b>	<b>(1,170)</b>	<b>1,528</b>

## 8. PLANNING AND ENVIRONMENT CLUSTER

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>Department of Planning and Environment</b>						
Service Group						
Growth Design and Programs .....	211.4	237.5	12.3	0.3	0.5	92.3
Policy and Strategy .....	42.2	47.9	13.3	11.9	26.3	120.3
Planning Services .....	77.3	78.4	1.4	0.3	0.3	...
Personnel Services .....	4.2	3.7	(10.6)	...	...	...
Cluster Grant Funding .....	1,278.8	1,186.7	(7.2)	...	...	...
<b>Total</b>	<b>1,614.0</b>	<b>1,554.2</b>	<b>(3.7)</b>	<b>12.5</b>	<b>27.1</b>	<b>117.1</b>
<b>Environment Protection Authority</b>						
Service Group						
Environment Protection Authority .....	159.7	169.8	6.3	4.0	5.1	27.4
<b>Total</b>	<b>159.7</b>	<b>169.8</b>	<b>6.3</b>	<b>4.0</b>	<b>5.1</b>	<b>27.4</b>
<b>Environmental Trust</b>						
Service Group						
Competitive Grants .....	40.4	61.8	53.1	...	...	...
Major Programs .....	26.8	38.4	43.4	...	...	...
<b>Total</b>	<b>67.2</b>	<b>100.2</b>	<b>49.2</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Office of Environment and Heritage</b>						
Service Group						
National Parks and Wildlife Services .....	507.5	503.1	(0.9)	35.5	40.8	15.0
Regional Operations and Heritage .....	512.7	485.2	(5.4)	7.2	8.7	20.6
Policy and Science .....	68.2	69.8	2.2	7.6	9.5	24.1
Personnel Services .....	111.3	113.9	2.3	...	...	...
<b>Total</b>	<b>1,199.7</b>	<b>1,172.0</b>	<b>(2.3)</b>	<b>50.3</b>	<b>58.9</b>	<b>17.2</b>
<b>Office of Local Government</b>						
Service Group						
Capacity Building, Oversight and Provision of Advice for Local Government .....	407.4	279.0	(31.5)	0.1	0.1	...
Personnel Services .....	3.3	3.3	...	...	...	...
Pensioner Rebate Scheme .....	78.5	78.5	...	...	...	...
Responsible Pet Ownership Program .....	8.7	8.3	(3.9)	1.0	0.5	(50.0)
<b>Total</b>	<b>497.8</b>	<b>369.1</b>	<b>(25.9)</b>	<b>1.1</b>	<b>0.6</b>	<b>(43.7)</b>
<b>Royal Botanic Gardens and Domain Trust</b>						
Service Group						
Science and Public Programs .....	11.1	10.9	(1.8)	3.0	0.3	(90.9)
Botanic Gardens and Parks .....	42.7	42.0	(1.6)	18.0	4.5	(75.2)
<b>Total</b>	<b>53.8</b>	<b>52.9</b>	<b>(1.7)</b>	<b>21.0</b>	<b>4.7</b>	<b>(77.5)</b>
<b>Centennial Park and Moore Park Trust</b>						
<b>Total</b>	<b>28.5</b>	<b>28.9</b>	<b>1.2</b>	<b>10.9</b>	<b>17.3</b>	<b>58.5</b>
<b>Historic Houses Trust of New South Wales</b>						
<b>Total</b>	<b>29.3</b>	<b>28.6</b>	<b>(2.5)</b>	<b>5.2</b>	<b>8.7</b>	<b>67.9</b>
<b>Hunter Development Corporation</b>						
<b>Total</b>	<b>58.3</b>	<b>124.4</b>	<b>113.4</b>	<b>...</b>	<b>...</b>	<b>...</b>

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>Minister Administering the Environmental Planning and Assessment Act</b>						
Total	101.2	102.4	1.2	25.0	35.0	40.0
<b>UrbanGrowth NSW Development Corporation</b>						
Total	19.7	19.1	(3.1)	1.2	3.0	139.6
<b>Western Sydney Parklands Trust</b>						
Total	9.7	10.2	5.4	18.1	21.7	20.1

## Introduction

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The Planning and Environment cluster supports the ecologically sustainable growth and development of New South Wales in co-operation with local communities, underpinned by a strong focus on protecting and enhancing the State's natural environment and cultural and built heritage.

The Planning and Environment cluster is the lead cluster delivering the Premier's and State Priorities to:

- determine 90 per cent of housing development applications within 40 days
- reduce the volume of litter by 40 per cent by 2020
- halve the time taken on planning applications for state significant development
- increase housing supply with approvals above 50,000 per annum in New South Wales.

The cluster is responsible for:

- integrated land use and infrastructure planning and approvals
- planning for the supply of well-located housing and employment land
- working with councils to identify metropolitan areas for urban renewal
- protecting, celebrating and sharing the State's Aboriginal and other historic heritage
- effective environmental protection, management and regulation
- overseeing improvements in the practice, processes and outcomes of the local government sector, which manages over \$149 billion worth of assets and employs more than 44,500 people.

The cluster ensures balanced growth by:

- taking an evidence-based approach to planning for the future housing, infrastructure and services needs of our growing communities
- developing and applying land use strategies and plans
- assessing and determining State Significant Development and Infrastructure in line with Government policy and broad community values
- investing strategically to ensure the best conservation and community outcomes
- partnering with local communities, business and industry to ensure vibrant natural assets for the health and prosperity of New South Wales
- building resilience for future environmental challenges, including climate change, and promoting effective waste management and resource efficiency
- encouraging communities to enjoy their parks, gardens, houses and zoos, and celebrate their Aboriginal and other historic heritage
- strengthening the local government sector to improve services and infrastructure for communities across New South Wales.

## Services

The cluster's key services, which are delivered in partnership with the non-government sector, include:

### Delivering Sustainable Growth

- supporting sustainable development, coordinating major urban renewal initiatives, developing and reviewing policies and laws, partnering with councils to implement statutory development proposals and continuously improving the planning system
- facilitating private sector investment in projects that contribute to economic growth, employment and residential, commercial and industrial opportunities in the Hunter and Central Coast regions

- setting strategies for housing development, investment and land release, and coordinating planning for infrastructure
- acquiring and providing land for regional open space and infrastructure, such as transport corridors.

### **Protecting our Environment and Heritage**

- conserving and caring for national parks and reserves, biodiversity and threatened species
- developing strategies to reduce carbon emissions and to adapt to climate change
- supporting economic development through the promotion of environmentally sustainable industries, tourism in protected areas, access to natural resources without devaluing the environment, and building resilience to environmental hazards and risks
- leading business and the community to improve environment performance, manage waste and deliver environmental protection measures that enhance public health and safety
- promoting, protecting and sharing Aboriginal culture and heritage and conserving, revitalising, caring for and enjoying New South Wales' historic heritage.

### **Strengthening Local Government**

- strengthening and enhancing council capacity to deliver effective leadership, improve services and infrastructure, and provide good governance to their communities
- supporting councils to invest in local infrastructure by providing interest subsidies under the Local Infrastructure Renewal Scheme to reduce the local infrastructure backlog
- enhancing council capacity to ensure compliance with environment protection laws
- implementing the Government response to the Companion Animals Taskforce to reduce the risk of dog attacks, increase registration, reduce euthanasia and increase re-homing of cats and dogs
- improving safety of young children around swimming pools to reduce the risk of drowning and near drowning.

The Planning and Environment cluster also provides personnel services to the Centennial Park and Moore Park Trust, Central Coast Regional Development Corporation, Historic Houses Trust of New South Wales, Hunter Development Corporation, Jenolan Caves Reserve Trust, Parramatta Park Trust, Royal Botanic Gardens and Domain Trust, Zoological Parks Board of New South Wales and Western Sydney Parklands Trust.

## **2016-17 Budget Highlights**

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In 2016-17, the Department of Planning and Environment will spend \$1.6 billion (\$1,554 million recurrent and \$27 million capital) on planning for and building stronger, better connected communities, protecting and enhancing the State's heritage and environmental assets, and improving the efficiency of the local government sector.

In 2016-17, the cluster's key initiatives will include:

### **Delivering Sustainable Growth**

- \$60 million for local councils to deliver essential infrastructure to support new housing development under the Local Infrastructure Growth Scheme as part of the State Priority to increase housing supply
- \$40 million for local authorities to upgrade local infrastructure and create high-quality urban environments within nominated Priority Precincts
- \$30 million from the Hunter Infrastructure and Investment Fund to provide economic and social infrastructure that will support economic growth and maintain and enhance the liveability of the Hunter

- \$17 million (\$62 million over four years, including \$41 million in new funding) for the Greater Sydney Commission to implement A Plan for Growing Sydney in partnership with councils, the community and stakeholders
- \$7.2 million (\$9.1 million over two years) in new funding to prepare the next Greater Sydney Regional Plan, extend the scope of District Plans, and prepare Infrastructure Delivery Plans.

## Protecting our Environment and Heritage

- \$170 million for operating a modern and independent Environment Protection Authority
- \$158 million for renewable energy and energy efficiency programs, comprising \$109 million towards the cost of the Solar Bonus Scheme and \$49 million towards improving energy productivity and competitiveness
- \$111 million for public parklands, zoos and gardens throughout the State for community enjoyment, scientific research, education, sport, recreation, leisure and cultural experiences
- \$100 million for the Environmental Trust to increase opportunities for the community, industry and agencies to protect their environments through restoration, research, education and support programs
- \$48 million to conserve, celebrate and enjoy New South Wales' unique Aboriginal and other historic heritage
- \$40 million for managing fire risk in national parks and reserves
- \$31 million to help local councils prepare and implement coastal and floodplain management plans and for works to restore and protect coastal and estuarine environments
- \$16 million (\$100 million over five years) to meet the 2015 election commitment to protect threatened species across New South Wales through the Saving Our Species program
- up to \$15 million (\$240 million over five years, and \$70 million annually in ongoing funding thereafter) to facilitate strategic biodiversity conservation on private land
- \$12 million to undertake urgent repair works across seven sites within the Hunter Valley Flood Mitigation Scheme
- \$10 million for the Environment Protection Authority to implement the NSW Gas Plan and address contaminated sites
- \$6.2 million for the NSW Government response to the Williamstown Royal Australian Air Force Base contamination
- \$2.5 million to implement a state-wide container deposit scheme for New South Wales as part of the 2015 election commitment and the Premier's Priority to reduce the volume of litter by 40 per cent by 2020
- \$2.4 million to address lead contamination and elevated blood lead levels in children in Broken Hill.

## Strengthening Local Government

- \$590 million over two years to implement the Fit for the Future reforms, including investment in community infrastructure and services through the Stronger Communities Fund and funding to cover merger costs
- \$79 million to help pensioners pay for essential local services and infrastructure, and assist with the cost of living
- \$16 million to support councils to maintain and renew their assets to a satisfactory level through the Local Infrastructure Renewal Scheme
- \$14 million to support councils to implement structural changes necessary to deliver jobs, housing and transport, provide grants for small rural councils to develop innovative ways of working, and promote collaboration between the State and Local Government in regional New South Wales
- \$1.5 million for the operations of the Lord Howe Island Board.



## Cluster Capital Expenditure

The cluster's capital expenditure in 2016-17 will include:

- \$31 million for capital works and land acquisitions across national parks and reserves
- \$22 million by the Western Sydney Parklands Trust towards the creation, upgrade and improvement of new parks and business hubs at Horsley Drive and Eastern Creek
- \$20 million to continue developing ePlanning in support of a streamlined and more efficient planning system to deliver the Premier's Priority of faster housing approvals
- \$17 million in the Centennial Parklands towards the 10 year Strategic Asset Management Program, and to upgrade and improve amenities and recreation facilities
- \$14 million (\$164 million over ten years) to deliver an inspiring visitor experience through Taronga Zoo's unique collection of animals and educational exhibits
- \$12 million towards the development of the Taronga Institute of Science and Learning to provide a platform for regional and global leadership in conservation science
- \$4 million to build products to support the new legislative framework for biodiversity conservation
- \$3.7 million (\$9 million over four years) towards investment in the renewal of an internationally recognised walking experience along the coastline of Australia's oldest national park, the Royal National Park
- \$2.5 million towards the upgrade of amenities, entry and safety infrastructure at Blue Mountains Botanic Garden (Mount Tomah).

# Department of Planning and Environment

## Service Group Statements

### Growth Design and Programs

**Service description:** This service group supports the Greater Sydney Commission to deliver Regional and District Plans for Metropolitan Sydney, and prepares Regional plans to manage growth and change. It integrates land use planning with transport planning and infrastructure delivery, and the delivery of zoned and serviced land for housing and employment.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Regional and district plans completed	no.	0	2	14	8	13
Priority Precincts completed <sup>(a)</sup>	no.	0	0	5	2	6
Land Release Precincts completed	no.	0	3	5	5	4
<b>Employees:</b>	FTE	161	157	149	141	248
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				227,256	211,432	237,514
Total expenses include the following:						
Employee related				23,692	25,662	36,227
Other operating expenses				25,005	24,407	33,143
Grants and subsidies				176,799	160,030	167,688
Capital Expenditure				271	271	521

(a) This service measure replaces the Urban Activation Precinct measure.

## Policy and Strategy

**Service description:** This service group is responsible for identifying and setting strategic planning policies. This includes setting of industry, resource, housing and state-wide planning policies.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures: <sup>(a)</sup></b>						
Increase in Exempt and Complying Code take up to streamline development	%	n.a.	3	3	3	3
<b>Employees: <sup>(b)</sup></b>						
	FTE	133	136	134	130	180
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				44,439	42,236	47,865
Total expenses include the following:						
Employee related				20,567	23,345	27,277
Other operating expenses				14,617	14,601	16,324
Grants and subsidies				8,084	1,400	1,000
<hr/>						
Capital Expenditure <sup>(c)</sup>				3,270	11,945	26,316

(a) The list of service measures has changed from the 2015-16 Budget papers due to administration changes.

(b) The 2013-14 Actual and 2015-16 Forecast FTE figures have been revised from the 2015-16 Budget papers due to incorrect classification of ePlanning staff.

(c) ePlanning project has been reallocated to Policy and Strategy Division to align with current executive responsibilities.

## Planning Services

**Service description:** This service group covers timely and efficient delivery of assessment and decision making for development and infrastructure projects of State significance, including whole-of-government leadership in the administration of environmental impact assessment and development approvals. It is also responsible for the ongoing administration of the Joint Regional Planning Panels.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Applications lodged	no.	390	343	400	370	400
Development and infrastructure applications determined <sup>(a)</sup>	no.	320	361	315	340	370
Determination of development and infrastructure applications within 4 months <sup>(b)</sup>	%	95	87	85	88	88
Planning proposals (rezoning):						
Gateway determinations						
Issued	no.	355	434	400	420	400
Gazetted	no.	336	324	330	320	330
Regional development applications determined	no.	241	303	315	405	450
<b>Employees:</b>	FTE	245	271	300	275	341

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses	83,867	77,302	78,388
Total expenses include the following:			
Employee related	46,762	43,634	45,812
Other operating expenses	24,094	31,433	30,961
Grants and subsidies	11,104	1,370	1,445

Capital Expenditure <sup>(c)</sup>	20,129	271	271
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(a) Lodgement and determination data includes State Significant Development (SSD), State Significant Infrastructure (SSI), Part 3A, Part 4 projects and modifications thereof.

(b) Performance benchmark established in the NSW 2021 Plan. Data includes SSD and SSI projects only.

(c) ePlanning project has been reallocated to Policy and Strategy Division to align with current executive responsibilities.

**Personnel Services**

**Service description:** This service group covers personnel services that are provided to the Hunter Development Corporation and Central Coast Regional Development Corporation.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Hunter Development Corporation	FTE	19	15	19	16	16
Central Coast Regional Development Corporation	FTE	12	8	8	5	5
				—————2015-16—————		
				Budget \$000	Revised \$000	2016-17 Budget \$000

**Financial indicators:**

Total Expenses Excluding Losses				4,621	4,171	3,728
Total expenses include the following:						
Employee related				4,621	4,171	3,728

## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to all agencies within the Planning and Environment cluster.

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	957,744	1,278,842	1,186,719
Total expenses include the following:			
Grants and subsidies	957,744	1,278,842	1,186,719
Centennial Park and Moore Park Trust	7,787	4,278	9,332
Environment Protection Authority	125,371	123,423	132,589
Environmental Trust	93,943	53,647	98,033
Historic House Trust of New South Wales	22,198	22,198	25,071
Hunter Development Corporation	26,269	36,994	30,500
Minister Administering the Environmental Planning and Assessment Act <sup>(a)</sup>	...	...	...
Office of Environment and Heritage	515,838	507,231	499,379
Office of Local Government	119,502	486,332	362,340
Royal Botanic Gardens and Domain Trust	38,040	35,943	25,400
UrbanGrowth NSW <sup>(b)</sup>	...	...	...
UrbanGrowth NSW Development Corporation <sup>(c)</sup>	4,700	4,700	...
Western Sydney Parklands Trust	4,096	4,096	4,075

- (a) The Minister Administering the Environmental Planning and Assessment Act is not receiving any grant funding from the Department of Planning and Environment in 2015-16 and 2016-17. All funding for the agency in these years is sourced from its own operations.
- (b) UrbanGrowth NSW is not receiving any grant funding from the Department of Planning and Environment in 2015-16 and 2016-17. All funding for the agency in these years is sourced from its own operations.
- (c) UrbanGrowth NSW Development Corporation is not receiving any grant funding from the Department of Planning and Environment in 2016-17. All funding for the agency in 2016-17 is sourced from its own operations.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	95,642	96,812	113,044
Other operating expenses	63,716	70,441	80,428
Depreciation and amortisation	4,168	4,256	3,557
Grants and subsidies	1,153,731	1,441,642	1,356,852
Finance costs	670	832	333
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,317,927</b>	<b>1,613,983</b>	<b>1,554,214</b>
<b>Revenue</b>			
Appropriation	1,185,880	1,455,182	1,418,610
Sales of goods and services	47,311	57,987	49,712
Investment revenue	801	2,175	553
Grants and contributions	76,424	120,416	83,424
Acceptance by Crown Entity of employee benefits and other liabilities	4,010	4,010	4,201
Other revenue	8,254	6,166	8,447
<b>Total Revenue</b>	<b>1,322,680</b>	<b>1,645,936</b>	<b>1,564,947</b>
Gain/(loss) on disposal of non current assets	...	(2)	...
Other gains/(losses)	...	(1)	...
<b>Net Result</b>	<b>4,753</b>	<b>31,950</b>	<b>10,733</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	93,346	134,218	106,083
Receivables	21,967	24,445	17,956
<b>Total Current Assets</b>	<b>115,313</b>	<b>158,663</b>	<b>124,039</b>
<b>Non Current Assets</b>			
Receivables	...	...	4,215
Property, plant and equipment -			
Land and building	8,828	6,304	12,304
Plant and equipment	1,887	1,341	2,033
Intangibles	42,998	32,673	49,532
<b>Total Non Current Assets</b>	<b>53,713</b>	<b>40,318</b>	<b>68,084</b>
<b>Total Assets</b>	<b>169,026</b>	<b>198,981</b>	<b>192,123</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	13,864	7,412	10,212
Provisions	9,603	9,092	9,619
Other	4,566	12,140	12,140
<b>Total Current Liabilities</b>	<b>28,033</b>	<b>28,644</b>	<b>31,971</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	20,391	20,544	153
Provisions	691	1,716	1,189
<b>Total Non Current Liabilities</b>	<b>21,082</b>	<b>22,260</b>	<b>1,342</b>
<b>Total Liabilities</b>	<b>49,115</b>	<b>50,904</b>	<b>33,313</b>
<b>Net Assets</b>	<b>119,911</b>	<b>148,077</b>	<b>158,810</b>
<b>Equity</b>			
Reserves	...	476	476
Accumulated funds	119,911	147,601	158,334
<b>Total Equity</b>	<b>119,911</b>	<b>148,077</b>	<b>158,810</b>



## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	94,796	95,298	106,711
Grants and subsidies	1,114,341	1,402,252	1,317,462
Finance costs	670	832	333
Other	64,222	71,615	80,630
<b>Total Payments</b>	<b>1,274,029</b>	<b>1,569,997</b>	<b>1,505,136</b>
<b>Receipts</b>			
Appropriation	1,185,880	1,455,182	1,418,610
Sale of goods and services	45,147	55,382	51,986
Interest received	801	2,175	553
Grants and contributions	4,792	3,762	4,842
Other	41,366	84,300	48,509
<b>Total Receipts</b>	<b>1,277,986</b>	<b>1,600,801</b>	<b>1,524,500</b>
<b>Net Cash Flows From Operating Activities</b>	<b>3,957</b>	<b>30,804</b>	<b>19,364</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(3,812)	(812)	(7,062)
Other	(19,858)	(11,675)	(20,046)
<b>Net Cash Flows From Investing Activities</b>	<b>(23,670)</b>	<b>(12,487)</b>	<b>(27,108)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	...	...	(20,391)
<b>Net Cash Flows From Financing Activities</b>	<b>...</b>	<b>...</b>	<b>(20,391)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(19,713)</b>	<b>18,317</b>	<b>(28,135)</b>
Opening Cash and Cash Equivalents	113,059	115,901	134,218
<b>Closing Cash and Cash Equivalents</b>	<b>93,346</b>	<b>134,218</b>	<b>106,083</b>
<b>Cash Flow Reconciliation</b>			
Net result	4,753	31,950	10,733
Non cash items added back	4,168	4,256	3,557
Change in operating assets and liabilities	(4,964)	(5,402)	5,074
<b>Net Cash Flows From Operating Activities</b>	<b>3,957</b>	<b>30,804</b>	<b>19,364</b>

# Environment Protection Authority

## Service Group Statements

### Environment Protection Authority

**Service description:** This service group delivers credible, targeted and cost-effective regulatory services for environmental protection. It implements market-based programs, provides audit and enforcement programs, and emergency services designed to reduce environmental impacts. It works closely with industry and local government to encourage proactive compliance with environmental regulations and implementation of waste programs.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Contaminated sites remediated (cumulative)	no.	123	132	145	142	152
Management programs issued to licensees (number per year)	no.	195	230	285	267	310
Waste tonnages disposed to landfill within the greater metropolitan levy area and regional levy area (annual) <sup>(a)</sup>	tonnes	5,231,000	5,130,000	4,996,000	4,996,000	4,850,000
Visitor sessions on the Environment Protection Authority website (annual)	no.	720,000	1,135,000	1,306,000	1,306,000	1,436,600
<b>Employees:</b>	FTE	436	451	488	490	529

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	158,140	159,707	169,802
Total expenses include the following:			
Employee related	66,965	67,949	70,209
Other operating expenses	52,956	57,167	56,842
Grants and subsidies	36,963	33,054	41,557

Capital Expenditure	4,250	3,987	5,081
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(a) Tonnes disposed in 2016-17 are expected to decrease due to increased capacity in recovery infrastructure driven by investment from the Waste Less, Recycle More grants program.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	66,965	67,949	70,209
Other operating expenses	52,956	57,167	56,842
Depreciation and amortisation	1,256	1,537	1,194
Grants and subsidies	36,963	33,054	41,557
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>158,140</b>	<b>159,707</b>	<b>169,802</b>
<b>Revenue</b>			
Sales of goods and services	2,472	3,072	2,558
Investment revenue	118	30	...
Retained taxes, fees and fines	18,662	19,062	18,663
Grants and contributions	131,832	139,843	136,479
Acceptance by Crown Entity of employee benefits and other liabilities	3,492	3,759	3,580
Other revenue	308	1,997	1,512
<b>Total Revenue</b>	<b>156,884</b>	<b>167,763</b>	<b>162,792</b>
<b>Net Result</b>	<b>(1,256)</b>	<b>8,056</b>	<b>(7,010)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	7,424	19,394	11,257
Receivables	2,381	3,183	3,181
<b>Total Current Assets</b>	<b>9,805</b>	<b>22,577</b>	<b>14,438</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	4,347	4,716	4,696
Plant and equipment	1,396	1,808	1,916
Intangibles	6,258	5,778	9,664
<b>Total Non Current Assets</b>	<b>12,001</b>	<b>12,302</b>	<b>16,276</b>
<b>Total Assets</b>	<b>21,806</b>	<b>34,879</b>	<b>30,714</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,928	3,766	6,524
Provisions	5,916	7,016	7,016
<b>Total Current Liabilities</b>	<b>9,844</b>	<b>10,782</b>	<b>13,540</b>
<b>Non Current Liabilities</b>			
Provisions	85	193	193
<b>Total Non Current Liabilities</b>	<b>85</b>	<b>193</b>	<b>193</b>
<b>Total Liabilities</b>	<b>9,929</b>	<b>10,975</b>	<b>13,733</b>
<b>Net Assets</b>	<b>11,877</b>	<b>23,904</b>	<b>16,981</b>
<b>Equity</b>			
Reserves	701	1,121	1,208
Accumulated funds	11,176	22,783	15,773
<b>Total Equity</b>	<b>11,877</b>	<b>23,904</b>	<b>16,981</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	64,285	65,002	65,692
Grants and subsidies	36,963	33,054	41,557
Other	54,674	59,263	55,021
<b>Total Payments</b>	<b>155,922</b>	<b>157,319</b>	<b>162,270</b>
<b>Receipts</b>			
Sale of goods and services	21,072	22,072	21,158
Interest received	118	30	...
Grants and contributions	130,823	137,762	135,954
Other	1,379	4,237	2,102
<b>Total Receipts</b>	<b>153,392</b>	<b>164,101</b>	<b>159,214</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(2,530)</b>	<b>6,782</b>	<b>(3,056)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(900)	(1,200)	(200)
Other	(3,350)	(2,787)	(4,881)
<b>Net Cash Flows From Investing Activities</b>	<b>(4,250)</b>	<b>(3,987)</b>	<b>(5,081)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(6,780)</b>	<b>2,795</b>	<b>(8,137)</b>
Opening Cash and Cash Equivalents	14,204	16,599	19,394
<b>Closing Cash and Cash Equivalents</b>	<b>7,424</b>	<b>19,394</b>	<b>11,257</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,256)	8,056	(7,010)
Non cash items added back	1,256	1,537	1,194
Change in operating assets and liabilities	(2,530)	(2,811)	2,760
<b>Net Cash Flows From Operating Activities</b>	<b>(2,530)</b>	<b>6,782</b>	<b>(3,056)</b>

# Environmental Trust

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## Service Group Statements

### Competitive Grants

**Service description:** This service group covers grant funding to community groups, non-government organisations, schools, Aboriginal organisations, industry, research bodies, and state and local government agencies to undertake restoration and rehabilitation, education, research and waste management initiatives.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Grants awarded	no.	297	357	350	320	300
Funding provided <sup>(a)</sup>	\$m	23.1	53.6	65.8	38.7	60.1
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				67,508	40,399	61,849
Total expenses include the following:						
Other operating expenses				1,689	1,688	1,727
Grants and subsidies				65,819	38,711	60,122

(a) The level and split of environmental funding delivered through the Trust varies with operational need.

## Major Programs

**Service description:** This service group covers grant funding to government agencies and other groups for programs addressing key environmental initiatives and government priorities.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Grants awarded	no.	26	13	20	12	12
Funding provided <sup>(a)</sup>	\$m	30.8	28.8	37.4	25.1	36.6
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				39,041	26,755	38,375
Total expenses include the following:						
Other operating expenses				1,687	1,688	1,727
Grants and subsidies				37,354	25,067	36,648

(a) The level and split of environmental funding delivered through the Trust varies with operational need.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	3,376	3,376	3,454
Grants and subsidies	103,173	63,778	96,770
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>106,549</b>	<b>67,154</b>	<b>100,224</b>
<b>Revenue</b>			
Grants and contributions	93,943	53,647	98,033
Other revenue	300	1,201	300
<b>Total Revenue</b>	<b>94,243</b>	<b>54,848</b>	<b>98,333</b>
<b>Net Result</b>	<b>(12,306)</b>	<b>(12,306)</b>	<b>(1,891)</b>



## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,112	3,958	1,930
Receivables	1,749	1,473	1,629
<b>Total Current Assets</b>	<b>5,861</b>	<b>5,431</b>	<b>3,559</b>
<b>Total Assets</b>	<b>5,861</b>	<b>5,431</b>	<b>3,559</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	844	461	480
<b>Total Current Liabilities</b>	<b>844</b>	<b>461</b>	<b>480</b>
<b>Total Liabilities</b>	<b>844</b>	<b>461</b>	<b>480</b>
<b>Net Assets</b>	<b>5,017</b>	<b>4,970</b>	<b>3,079</b>
<b>Equity</b>			
Accumulated funds	5,017	4,970	3,079
<b>Total Equity</b>	<b>5,017</b>	<b>4,970</b>	<b>3,079</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	103,173	63,778	96,770
Other	3,735	3,318	3,591
<b>Total Payments</b>	<b>106,908</b>	<b>67,096</b>	<b>100,361</b>
<b>Receipts</b>			
Grants and contributions	93,943	53,647	98,033
Other	300	1,276	300
<b>Total Receipts</b>	<b>94,243</b>	<b>54,923</b>	<b>98,333</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(12,665)</b>	<b>(12,173)</b>	<b>(2,028)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(12,665)</b>	<b>(12,173)</b>	<b>(2,028)</b>
Opening Cash and Cash Equivalents	16,777	16,131	3,958
<b>Closing Cash and Cash Equivalents</b>	<b>4,112</b>	<b>3,958</b>	<b>1,930</b>
<b>Cash Flow Reconciliation</b>			
Net result	(12,306)	(12,306)	(1,891)
Change in operating assets and liabilities	(359)	133	(137)
<b>Net Cash Flows From Operating Activities</b>	<b>(12,665)</b>	<b>(12,173)</b>	<b>(2,028)</b>

## Service Group Statements

### National Parks and Wildlife Services

**Service description:** This service group manages, conserves and cares for over 7 million hectares of land within the national park system, conserving native plants, animals, ecosystems and Aboriginal and other historic heritage; managing and suppressing pests, weeds and fire; providing tourism, participation and visitation opportunities; and partnering with Aboriginal and broader communities.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Domestic visits to the park system	mill	38.0	38.7	40.0	39.2	39.7
Area of reserves covered by:						
Plan of management (annual) <sup>(a)</sup>	000 ha	5,952	5,967	6,045	5,987	6,139
Fire management strategy (annual)	000 ha	7,127	7,108	7,145	7,116	7,119
Regional pest management strategy	000 ha	7,127	7,108	7,145	7,116	7,119
Hazard reduction treatments in parks and reserves:						
Number (annual)	no.	1,494	1,470	800	579	800
Hectare (annual) <sup>(b)</sup>	ha	112,686	116,147	135,000	164,774	135,000
Participation in Discovery community education programs:						
Participants (annual)	no.	350,000	350,000	350,000	350,000	350,000
Satisfied (annual)	%	98	98	98	98	98
<b>Employees:</b>	FTE	1,913	1,889	1,884	1,877	1,877
				2015-16		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				468,393	507,497	503,128
Total expenses include the following:						
Employee related				216,115	233,152	236,062
Other operating expenses				145,308	159,900	163,581
Grants and subsidies				9,792	9,831	3,923
Capital Expenditure				35,611	35,469	40,798

(a) Plan of Management data is based on a new state-wide system with increased accuracy.

(b) There is an expected increase in hazard reduction treatments in 2015-16. The 2016-17 Forecast is a five-year rolling average of targeted hectares under the enhanced bushfire management program.

## Regional Operations and Heritage

**Service description:** This service group delivers integrated and customer-focused services (water and energy efficiency, sustainability, native vegetation, biodiversity, environment protection, environmental water management, compliance and enforcement, floodplain management, coastal protection, private land conservation, and Aboriginal and other historic heritage) to strengthen communities and partnerships across New South Wales.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Visits to NSW environmental Websites (annual)	thous	8,608	9,643	11,400	10,208	11,900
Repatriation to Aboriginal communities of Aboriginal remains and collections of cultural material:						
Held under the National Parks and Wildlife Act 1974 (NPW Act) (annual) <sup>(a)</sup>	no.	7	54	15	49	20
Held other than under the NPW Act (annual) <sup>(b)</sup>	no.	2	21	10	85	40
<b>Employees:</b> <sup>(c)</sup>	FTE	582	544	529	581	610

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses	502,041	512,678	485,237
Total expenses include the following:			
Employee related	82,269	83,362	86,940
Other operating expenses	95,329	104,763	128,331
Grants and subsidies	312,834	313,872	261,132

Capital Expenditure	10,596	7,182	8,663
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- (a) Higher results in 2014-15 and 2015-16 are attributable to strategic partnerships with stakeholders which have allowed opportunities for repatriation and access to financial assistance for this work. The 2016-17 Forecast is based on planned repatriations with high community priorities. However, this estimate can vary over the year.
- (b) This measure refers to items collected before 1970. Many of these are held in museums and universities in Australia and internationally. All other items collected after 1970 are held under the provision of the *National Parks and Wildlife Act 1974*.
- (c) FTE increase in 2015-16 is due to implementing the Efficiency Action Plan and the Murray-Darling Basin Plan. FTE increase in 2016-17 is to implement the Saving our Species program.

## Policy and Science

**Service description:** This service group provides scientific evidence and knowledge underpinning environmental decision making, conservation, regulation and service delivery, including providing research, imagery, laboratory and analytical and decision support systems. It also leads the development of strategic policy, influences whole-of-government and national policy formation, and provides policy advice for the Office.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
<b>Employees:</b> <sup>(a)</sup>	FTE	283	310	302	315	322
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				64,014	68,240	69,774
Total expenses include the following:						
Employee related				41,344	43,335	44,471
Other operating expenses				15,373	18,152	18,552
Grants and subsidies				33	133	34
Capital Expenditure				7,073	7,616	9,452

(a) Increase in FTE number in 2016-17 is primarily due to implementing the Saving our Species program.

## Personnel Services

**Service description:** This service group covers personnel services to selected agencies. Personnel services are provided to the Centennial Park and Moore Park Trust, Historic Houses Trust of New South Wales, Jenolan Caves Reserve Trust, Parramatta Park Trust, Royal Botanic Gardens and Domain Trust, Western Sydney Parklands Trust and Taronga Conservation Society Australia.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees:</b>						
Centennial Park and Moore Park Trust	FTE	67	67	68	69	70
Historic Houses Trust of New South Wales	FTE	166	170	168	169	168
Jenolan Caves Reserve Trust	FTE	74	74	74	74	74
Parramatta Park Trust	FTE	11	11	11	11	11
Royal Botanic Gardens and Domain Trust	FTE	256	242	226	226	236
Western Sydney Parklands Trust	FTE	15	15	15	15	15
Taronga Conservation Society Australia	FTE	528	534	538	529	535
				2015-16		2016-17
				Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses				110,718	111,302	113,854
Total expenses include the following:						
Employee related				110,718	111,302	113,854

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	450,446	471,151	481,327
Other operating expenses	256,010	282,815	310,464
Depreciation and amortisation	105,229	111,093	106,617
Grants and subsidies	322,659	323,836	265,089
Finance costs	10,822	10,822	8,496
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,145,166</b>	<b>1,199,717</b>	<b>1,171,993</b>
<b>Revenue</b>			
Sales of goods and services	175,195	180,122	179,636
Investment revenue	1,323	4,769	757
Retained taxes, fees and fines	3,515	3,515	3,594
Grants and contributions	888,337	919,342	860,450
Acceptance by Crown Entity of employee benefits and other liabilities	22,121	22,658	22,816
Other revenue	30,313	69,335	67,217
<b>Total Revenue</b>	<b>1,120,804</b>	<b>1,199,741</b>	<b>1,134,470</b>
Gain/(loss) on disposal of non current assets	(840)	(3,421)	(840)
Other gains/(losses)	(100)	(371)	(100)
<b>Net Result</b>	<b>(25,302)</b>	<b>(3,768)</b>	<b>(38,463)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	178,999	211,510	36,370
Receivables	70,583	63,552	70,592
Other financial assets	17	17	17
Inventories	887	705	705
<b>Total Current Assets</b>	<b>250,486</b>	<b>275,784</b>	<b>107,684</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	2,245,261	2,399,087	2,420,046
Plant and equipment	55,995	61,598	57,566
Infrastructure systems	1,437,299	1,425,572	1,401,445
Intangibles	200,845	199,330	203,251
<b>Total Non Current Assets</b>	<b>3,939,400</b>	<b>4,085,587</b>	<b>4,082,308</b>
<b>Total Assets</b>	<b>4,189,886</b>	<b>4,361,371</b>	<b>4,189,992</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	87,749	78,786	46,027
Borrowings at amortised cost	146,498	146,179	2,712
Provisions	41,733	65,417	62,223
Other	46	59	59
<b>Total Current Liabilities</b>	<b>276,026</b>	<b>290,441</b>	<b>111,021</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	50,659	45,979	45,979
Provisions	7,455	5,992	6,936
<b>Total Non Current Liabilities</b>	<b>58,114</b>	<b>51,971</b>	<b>52,915</b>
<b>Total Liabilities</b>	<b>334,140</b>	<b>342,412</b>	<b>163,936</b>
<b>Net Assets</b>	<b>3,855,746</b>	<b>4,018,959</b>	<b>4,026,056</b>
<b>Equity</b>			
Reserves	188,684	306,911	352,471
Accumulated funds	3,667,062	3,712,048	3,673,585
<b>Total Equity</b>	<b>3,855,746</b>	<b>4,018,959</b>	<b>4,026,056</b>



## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	435,950	457,186	456,901
Grants and subsidies	322,659	323,836	265,089
Finance costs	3,042	3,042	2,712
Other	256,955	299,568	347,083
<b>Total Payments</b>	<b>1,018,606</b>	<b>1,083,632</b>	<b>1,071,785</b>
<b>Receipts</b>			
Sale of goods and services	189,342	207,405	203,537
Interest received	5,478	8,268	757
Grants and contributions	882,467	879,818	858,859
Other	29,726	72,465	40,661
<b>Total Receipts</b>	<b>1,107,013</b>	<b>1,167,956</b>	<b>1,103,814</b>
<b>Net Cash Flows From Operating Activities</b>	<b>88,407</b>	<b>84,324</b>	<b>32,029</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	995	995	995
Purchases of property, plant and equipment	(37,784)	(38,249)	(44,327)
Other	(15,496)	(12,018)	(14,586)
<b>Net Cash Flows From Investing Activities</b>	<b>(52,285)</b>	<b>(49,272)</b>	<b>(57,918)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	3,326	...	...
Repayment of borrowings and advances	(58,946)	(60,619)	(149,251)
<b>Net Cash Flows From Financing Activities</b>	<b>(55,620)</b>	<b>(60,619)</b>	<b>(149,251)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(19,498)</b>	<b>(25,567)</b>	<b>(175,140)</b>
Opening Cash and Cash Equivalents	198,497	237,077	211,510
<b>Closing Cash and Cash Equivalents</b>	<b>178,999</b>	<b>211,510</b>	<b>36,370</b>
<b>Cash Flow Reconciliation</b>			
Net result	(25,302)	(3,768)	(38,463)
Non cash items added back	112,310	78,565	111,701
Change in operating assets and liabilities	1,399	9,527	(41,209)
<b>Net Cash Flows From Operating Activities</b>	<b>88,407</b>	<b>84,324</b>	<b>32,029</b>

## Service Group Statements

### Capacity Building, Oversight and Provision of Advice for Local Government

**Service description:** This service group covers programs, resources, policy, guidelines and information provided to strengthen the capacity of local government to meet community needs.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Grants provided to new councils <sup>(a) (b)</sup>	\$000	0	0	0	355,000	235,000
<b>Employees:</b>	FTE	62	70	66	78	78
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				39,323	407,382	278,959
Total expenses include the following:						
Employee related				9,145	11,379	12,655
Other operating expenses				5,644	13,241	6,133
Grants and subsidies				24,411	382,630	259,995
Capital Expenditure				145	145	145

(a) This is a new service measure to reflect grants commencing in 2015-16 to newly established councils.

(b) 2016-17 grant expenditure is subject to proclamation of new councils by the Governor of New South Wales.

## Personnel Services

**Service description:** This service group covers personnel services to the Lord Howe Island Board.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees:</b>						
Lord Howe Island Board	FTE	39	40	40	40	40
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				3,295	3,295	3,295
Total expenses include the following:						
Employee related				3,295	3,295	3,295

## Pensioner Rebate Scheme

**Service description:** This service group covers the Pensioner Rebate Scheme, which provides rebates to local councils of up to 55 per cent of concessions to eligible pensioners for council rates.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Pensioner Rebates processed <sup>(a)</sup>	no.	475,431	477,847	480,000	480,000	480,000
				—————2015-16—————		
				Budget \$000	Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				78,500	78,500	78,500
Total expenses include the following:						
Grants and subsidies				78,500	78,500	78,500

(a) The service measure has been amended to better reflect the intended purpose of the Pensioner Rebate Scheme by providing the number of pensioner rebates provided, instead of the number of payments to councils

## Responsible Pet Ownership Program

**Service description:** This service group covers the Responsible Pet Ownership Program (formerly known as the Companion Animals Program). The program regulates the ownership, care and management of cats and dogs by maintaining a registration system and promoting their care and management.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Cat and dog registrations	no.	106,535	111,500	111,500	111,500	111,500
<b>Employees:</b>	FTE	5	5	5	7	7
				-----2015-16-----		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				7,731	8,652	8,318
Total expenses include the following:						
Employee related				604	815	835
Other operating expenses				6,818	7,537	7,183
Grants and subsidies				300	300	300
Capital Expenditure				...	1,000	500

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	13,044	15,489	16,785
Other operating expenses	12,462	20,778	13,316
Depreciation and amortisation	132	132	176
Grants and subsidies	103,211	461,430	338,795
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>128,849</b>	<b>497,829</b>	<b>369,072</b>
<b>Revenue</b>			
Sales of goods and services	3,330	3,406	3,331
Retained taxes, fees and fines	6,609	6,609	6,735
Grants and contributions	119,502	486,332	362,340
Acceptance by Crown Entity of employee benefits and other liabilities	304	704	289
<b>Total Revenue</b>	<b>129,745</b>	<b>497,051</b>	<b>372,695</b>
<b>Net Result</b>	<b>896</b>	<b>(778)</b>	<b>3,623</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	6,719	6,191	9,345
Receivables	2,958	3,706	3,706
<b>Total Current Assets</b>	<b>9,677</b>	<b>9,897</b>	<b>13,051</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	320	326	312
Intangibles	115	1,077	1,560
<b>Total Non Current Assets</b>	<b>435</b>	<b>1,403</b>	<b>1,872</b>
<b>Total Assets</b>	<b>10,112</b>	<b>11,300</b>	<b>14,923</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,672	921	921
Provisions	1,030	2,013	2,013
<b>Total Current Liabilities</b>	<b>2,702</b>	<b>2,934</b>	<b>2,934</b>
<b>Non Current Liabilities</b>			
Provisions	363	330	330
<b>Total Non Current Liabilities</b>	<b>363</b>	<b>330</b>	<b>330</b>
<b>Total Liabilities</b>	<b>3,065</b>	<b>3,264</b>	<b>3,264</b>
<b>Net Assets</b>	<b>7,047</b>	<b>8,036</b>	<b>11,659</b>
<b>Equity</b>			
Accumulated funds	7,047	8,036	11,659
<b>Total Equity</b>	<b>7,047</b>	<b>8,036</b>	<b>11,659</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	12,740	14,788	16,496
Grants and subsidies	103,211	461,430	338,795
Other	12,546	31,238	13,401
<b>Total Payments</b>	<b>128,497</b>	<b>507,456</b>	<b>368,692</b>
<b>Receipts</b>			
Sale of goods and services	3,330	3,388	3,331
Grants and contributions	119,502	486,332	362,340
Other	6,747	6,747	6,820
<b>Total Receipts</b>	<b>129,579</b>	<b>496,467</b>	<b>372,491</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,082</b>	<b>(10,989)</b>	<b>3,799</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(105)	(105)	(105)
Other	(40)	(1,040)	(540)
<b>Net Cash Flows From Investing Activities</b>	<b>(145)</b>	<b>(1,145)</b>	<b>(645)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>937</b>	<b>(12,134)</b>	<b>3,154</b>
Opening Cash and Cash Equivalents	5,782	18,325	6,191
<b>Closing Cash and Cash Equivalents</b>	<b>6,719</b>	<b>6,191</b>	<b>9,345</b>
<b>Cash Flow Reconciliation</b>			
Net result	896	(778)	3,623
Non cash items added back	132	132	176
Change in operating assets and liabilities	54	(10,343)	...
<b>Net Cash Flows From Operating Activities</b>	<b>1,082</b>	<b>(10,989)</b>	<b>3,799</b>



# Royal Botanic Gardens and Domain Trust

## Service Group Statements

### Science and Public Programs

**Service description:** This service group covers research of plant diversity, cultivation and pathology; informing and contributing to flora, vegetation and biodiversity conservation policies; enhancing and maintaining the State collection of preserved plants and NSW Seedbank; designing and delivering plant-related programs for visitors and outreach groups and delivering volunteer programs.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Research projects funded by external grants	no.	24	26	24	24	23
Total participants in:						
School and public education programs	no.	44,351	46,338	53,500	53,500	64,200
Proportion of education program participants in Aboriginal programs	%	9	13	12	12	12
Trust articles in peer-reviewed scientific publications, articles and presentations for scientific and general audiences	no.	109	137	110	112	110
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				9,629	11,124	10,920
Total expenses include the following:						
Other operating expenses				7,809	9,490	9,495
Capital Expenditure				3,839	3,030	275

## Botanic Gardens and Parks

**Service description:** This service group covers managing, making accessible and interpreting the landscapes and living collections of plants in the botanic gardens; maintaining conservation collections; conserving and interpreting the Aboriginal and cultural heritage of the botanic gardens and making Trust sites available for community events, commercial events, sport and recreation.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Visits to Botanic Gardens	mill	4.6	4.4	4.5	4.9	5.1
Visitors to Trust estates satisfied with facilities, services and programs <sup>(a)</sup>	%	93	93	95	95	95
Total water use for irrigation from non-potable sources at the Australian Botanic Garden, Mount Annan	%	68	54	49	50	50
Reduction in use of potable water at the Royal Botanic Garden, Sydney since 2001-02	%	73	31	50	50	50
				2015-16		
				Budget \$000	Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				37,874	42,673	41,987
Total expenses include the following:						
Other operating expenses				31,364	36,872	36,826
Grants and subsidies				...	9	...
Capital Expenditure				19,079	17,977	4,451

(a) A new online visitor survey reporting system was introduced in 2013-14 providing more reliable data.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	39,173	46,362	46,321
Depreciation and amortisation	8,330	7,426	6,586
Grants and subsidies	...	9	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>47,503</b>	<b>53,797</b>	<b>52,907</b>
<b>Revenue</b>			
Sales of goods and services	12,900	15,162	16,953
Investment revenue	140	186	124
Retained taxes, fees and fines	1,286	1,320	1,450
Grants and contributions	44,935	48,539	30,541
Other revenue	531	4,960	2,168
<b>Total Revenue</b>	<b>59,792</b>	<b>70,167</b>	<b>51,236</b>
Gain/(loss) on disposal of non current assets	...	136	...
<b>Net Result</b>	<b>12,289</b>	<b>16,506</b>	<b>(1,671)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	5,782	933	1,028
Receivables	1,580	1,679	1,312
Other financial assets	...	4,963	4,963
Inventories	142	15	15
<b>Total Current Assets</b>	<b>7,504</b>	<b>7,590</b>	<b>7,318</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	334,634	360,295	364,937
Plant and equipment	50,514	55,347	54,400
Infrastructure systems	68,025	77,818	79,893
Intangibles	524	280	745
Other	...	5,390	6,367
<b>Total Non Current Assets</b>	<b>453,697</b>	<b>499,130</b>	<b>506,342</b>
<b>Total Assets</b>	<b>461,201</b>	<b>506,720</b>	<b>513,660</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,951	2,092	2,447
Provisions	3,020	2,432	2,593
Other	750	702	702
<b>Total Current Liabilities</b>	<b>7,721</b>	<b>5,226</b>	<b>5,742</b>
<b>Non Current Liabilities</b>			
Other	48	68	68
<b>Total Non Current Liabilities</b>	<b>48</b>	<b>68</b>	<b>68</b>
<b>Total Liabilities</b>	<b>7,769</b>	<b>5,294</b>	<b>5,810</b>
<b>Net Assets</b>	<b>453,432</b>	<b>501,426</b>	<b>507,850</b>
<b>Equity</b>			
Reserves	267,520	307,190	315,285
Accumulated funds	185,912	194,236	192,565
<b>Total Equity</b>	<b>453,432</b>	<b>501,426</b>	<b>507,850</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	...	9	...
Other	39,216	51,063	48,730
<b>Total Payments</b>	<b>39,216</b>	<b>51,072</b>	<b>48,730</b>
<b>Receipts</b>			
Sale of goods and services	12,950	15,447	16,953
Interest received	140	186	124
Grants and contributions	39,092	42,171	26,854
Other	6,453	12,230	9,620
<b>Total Receipts</b>	<b>58,635</b>	<b>70,034</b>	<b>53,551</b>
<b>Net Cash Flows From Operating Activities</b>	<b>19,419</b>	<b>18,962</b>	<b>4,821</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	150	...
Proceeds from sale of investments	3,416	...	...
Purchases of property, plant and equipment	(22,334)	(20,627)	(4,151)
Purchases of investments	(3,416)	(3,403)	...
Other	(584)	(280)	(575)
<b>Net Cash Flows From Investing Activities</b>	<b>(22,918)</b>	<b>(24,160)</b>	<b>(4,726)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(3,499)</b>	<b>(5,198)</b>	<b>95</b>
Opening Cash and Cash Equivalents	9,281	6,131	933
<b>Closing Cash and Cash Equivalents</b>	<b>5,782</b>	<b>933</b>	<b>1,028</b>
<b>Cash Flow Reconciliation</b>			
Net result	12,289	16,506	(1,671)
Non cash items added back	8,330	5,383	6,586
Change in operating assets and liabilities	(1,200)	(2,927)	(94)
<b>Net Cash Flows From Operating Activities</b>	<b>19,419</b>	<b>18,962</b>	<b>4,821</b>

# Centennial Park and Moore Park Trust

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## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	20,656	22,867	22,872
Depreciation and amortisation	5,892	5,671	6,015
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>26,548</b>	<b>28,538</b>	<b>28,887</b>
<b>Revenue</b>			
Sales of goods and services	20,474	21,428	22,682
Investment revenue	385	575	423
Retained taxes, fees and fines	566	450	530
Grants and contributions	10,760	5,988	14,709
Other revenue	1,211	1,089	1,800
<b>Total Revenue</b>	<b>33,396</b>	<b>29,530</b>	<b>40,144</b>
Gain/(loss) on disposal of non current assets	...	(153)	...
<b>Net Result</b>	<b>6,848</b>	<b>839</b>	<b>11,257</b>

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## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,514	1,523	1,527
Receivables	2,341	2,360	2,649
Other financial assets	17,324	15,090	12,671
Inventories	198	195	195
<b>Total Current Assets</b>	<b>21,377</b>	<b>19,168</b>	<b>17,042</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	577,330	616,347	627,132
Plant and equipment	2,845	2,517	2,360
Infrastructure systems	375,715	386,616	406,438
Intangibles	169	334	190
Other	58	31	31
<b>Total Non Current Assets</b>	<b>956,117</b>	<b>1,005,845</b>	<b>1,036,151</b>
<b>Total Assets</b>	<b>977,494</b>	<b>1,025,013</b>	<b>1,053,193</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,467	3,440	3,528
Provisions	735	755	774
Other	2,629	2,374	1,684
<b>Total Current Liabilities</b>	<b>5,831</b>	<b>6,569</b>	<b>5,986</b>
<b>Non Current Liabilities</b>			
Other	1,705	1,243	653
<b>Total Non Current Liabilities</b>	<b>1,705</b>	<b>1,243</b>	<b>653</b>
<b>Total Liabilities</b>	<b>7,536</b>	<b>7,812</b>	<b>6,639</b>
<b>Net Assets</b>	<b>969,958</b>	<b>1,017,201</b>	<b>1,046,554</b>
<b>Equity</b>			
Reserves	342,526	387,138	405,234
Accumulated funds	627,432	630,063	641,320
<b>Total Equity</b>	<b>969,958</b>	<b>1,017,201</b>	<b>1,046,554</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	24,737	27,911	26,894
<b>Total Payments</b>	<b>24,737</b>	<b>27,911</b>	<b>26,894</b>
<b>Receipts</b>			
Sale of goods and services	20,504	21,495	22,449
Interest received	385	575	423
Grants and contributions	9,587	5,464	14,332
Other	6,317	3,795	4,537
<b>Total Receipts</b>	<b>36,793</b>	<b>31,329</b>	<b>41,741</b>
<b>Net Cash Flows From Operating Activities</b>	<b>12,056</b>	<b>3,418</b>	<b>14,847</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	7,000	26	...
Proceeds from sale of investments	11,085	5,607	13,677
Purchases of property, plant and equipment	(12,817)	(10,876)	(17,262)
Purchases of investments	(17,324)	(1,904)	(11,258)
Other	...	(100)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(12,056)</b>	<b>(7,247)</b>	<b>(14,843)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>(3,829)</b>	<b>4</b>
Opening Cash and Cash Equivalents	1,514	5,352	1,523
<b>Closing Cash and Cash Equivalents</b>	<b>1,514</b>	<b>1,523</b>	<b>1,527</b>
<b>Cash Flow Reconciliation</b>			
Net result	6,848	839	11,257
Non cash items added back	5,892	5,316	5,052
Change in operating assets and liabilities	(684)	(2,737)	(1,462)
<b>Net Cash Flows From Operating Activities</b>	<b>12,056</b>	<b>3,418</b>	<b>14,847</b>



# Historic Houses Trust of New South Wales

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## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	26,058	28,452	27,752
Depreciation and amortisation	842	880	853
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>26,900</b>	<b>29,332</b>	<b>28,605</b>
<b>Revenue</b>			
Sales of goods and services	5,030	5,232	6,102
Investment revenue	335	335	149
Grants and contributions	23,718	26,276	28,351
Other revenue	14	204	16
<b>Total Revenue</b>	<b>29,097</b>	<b>32,047</b>	<b>34,618</b>
Gain/(loss) on disposal of non current assets	...	7	...
Other gains/(losses)	...	(105)	...
<b>Net Result</b>	<b>2,197</b>	<b>2,617</b>	<b>6,013</b>

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## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	10,135	11,608	9,970
Receivables	636	727	755
Inventories	178	184	184
<b>Total Current Assets</b>	<b>10,949</b>	<b>12,519</b>	<b>10,909</b>
<b>Non Current Assets</b>			
Receivables	646	647	614
Property, plant and equipment -			
Land and building	220,407	229,758	236,059
Plant and equipment	30,258	31,671	31,671
Infrastructure systems	200	8	8
Intangibles	195	969	2,576
<b>Total Non Current Assets</b>	<b>251,706</b>	<b>263,053</b>	<b>270,928</b>
<b>Total Assets</b>	<b>262,655</b>	<b>275,572</b>	<b>281,837</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,788	2,600	2,895
Provisions	1,390	1,836	1,793
<b>Total Current Liabilities</b>	<b>3,178</b>	<b>4,436</b>	<b>4,688</b>
<b>Non Current Liabilities</b>			
Provisions	791	687	687
Other	15	47	47
<b>Total Non Current Liabilities</b>	<b>806</b>	<b>734</b>	<b>734</b>
<b>Total Liabilities</b>	<b>3,984</b>	<b>5,170</b>	<b>5,422</b>
<b>Net Assets</b>	<b>258,671</b>	<b>270,402</b>	<b>276,415</b>
<b>Equity</b>			
Reserves	140,108	150,754	150,754
Accumulated funds	118,563	119,648	125,661
<b>Total Equity</b>	<b>258,671</b>	<b>270,402</b>	<b>276,415</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	27,784	29,748	29,370
<b>Total Payments</b>	<b>27,784</b>	<b>29,748</b>	<b>29,370</b>
<b>Receipts</b>			
Sale of goods and services	5,146	5,435	6,268
Interest received	338	338	154
Grants and contributions	22,656	24,686	26,158
Other	2,642	2,820	3,616
<b>Total Receipts</b>	<b>30,782</b>	<b>33,279</b>	<b>36,196</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,998</b>	<b>3,531</b>	<b>6,826</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	7	...
Purchases of property, plant and equipment	(4,894)	(4,692)	(6,550)
Other	...	(512)	(1,914)
<b>Net Cash Flows From Investing Activities</b>	<b>(4,894)</b>	<b>(5,197)</b>	<b>(8,464)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,896)</b>	<b>(1,666)</b>	<b>(1,638)</b>
Opening Cash and Cash Equivalents	12,031	13,274	11,608
<b>Closing Cash and Cash Equivalents</b>	<b>10,135</b>	<b>11,608</b>	<b>9,970</b>
<b>Cash Flow Reconciliation</b>			
Net result	2,197	2,617	6,013
Non cash items added back	842	950	828
Change in operating assets and liabilities	(41)	(36)	(15)
<b>Net Cash Flows From Operating Activities</b>	<b>2,998</b>	<b>3,531</b>	<b>6,826</b>

# Hunter Development Corporation

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	131	331	131
Other operating expenses	79,211	20,919	85,295
Depreciation and amortisation	19	20	...
Grants and subsidies	29,830	37,020	38,946
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>109,191</b>	<b>58,290</b>	<b>124,372</b>
<b>Revenue</b>			
Sales of goods and services	9,500	6,740	16,150
Investment revenue	137	254	112
Grants and contributions	26,733	37,458	32,671
Other revenue	67,629	14,518	67,269
<b>Total Revenue</b>	<b>103,999</b>	<b>58,970</b>	<b>116,202</b>
Other gains/(losses)	...	434	...
<b>Net Result</b>	<b>(5,192)</b>	<b>1,114</b>	<b>(8,170)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	443	7,373	7,064
Receivables	3,150	138	41
Inventories	13,551	6,120	7,591
<b>Total Current Assets</b>	<b>17,144</b>	<b>13,631</b>	<b>14,696</b>
<b>Non Current Assets</b>			
Inventories	21,425	30,599	21,743
<b>Total Non Current Assets</b>	<b>21,425</b>	<b>30,599</b>	<b>21,743</b>
<b>Total Assets</b>	<b>38,569</b>	<b>44,230</b>	<b>36,439</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	234	90	469
Provisions	216	264	264
Other	1,004	10	10
<b>Total Current Liabilities</b>	<b>1,454</b>	<b>364</b>	<b>743</b>
<b>Non Current Liabilities</b>			
Provisions	29	30	30
Other	35	35	35
<b>Total Non Current Liabilities</b>	<b>64</b>	<b>65</b>	<b>65</b>
<b>Total Liabilities</b>	<b>1,518</b>	<b>429</b>	<b>808</b>
<b>Net Assets</b>	<b>37,051</b>	<b>43,801</b>	<b>35,631</b>
<b>Equity</b>			
Accumulated funds	37,051	43,801	35,631
<b>Total Equity</b>	<b>37,051</b>	<b>43,801</b>	<b>35,631</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	131	331	131
Grants and subsidies	29,830	37,020	38,946
Other	76,204	21,114	77,445
<b>Total Payments</b>	<b>106,165</b>	<b>58,465</b>	<b>116,522</b>
<b>Receipts</b>			
Sale of goods and services	9,218	7,766	16,180
Interest received	137	254	112
Grants and contributions	94,278	51,597	99,854
Other	(2,800)	228	67
<b>Total Receipts</b>	<b>100,833</b>	<b>59,845</b>	<b>116,213</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(5,332)</b>	<b>1,380</b>	<b>(309)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(5,332)</b>	<b>1,380</b>	<b>(309)</b>
Opening Cash and Cash Equivalents	5,775	5,993	7,373
<b>Closing Cash and Cash Equivalents</b>	<b>443</b>	<b>7,373</b>	<b>7,064</b>
<b>Cash Flow Reconciliation</b>			
Net result	(5,192)	1,114	(8,170)
Non cash items added back	19	(414)	...
Change in operating assets and liabilities	(159)	680	7,861
<b>Net Cash Flows From Operating Activities</b>	<b>(5,332)</b>	<b>1,380</b>	<b>(309)</b>

# Minister Administering the Environmental Planning and Assessment Act

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	48	48	48
Other operating expenses	11,331	10,293	17,294
Depreciation and amortisation	...	321	248
Grants and subsidies	77,587	77,017	70,930
Finance costs	13,484	13,484	13,855
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>102,450</b>	<b>101,163</b>	<b>102,375</b>
<b>Revenue</b>			
Sales of goods and services	7,519	7,519	6,638
Investment revenue	2,921	3,006	2,700
Retained taxes, fees and fines	8,074	8,074	8,199
Grants and contributions	...	1,670	...
Other revenue	1,800	1,715	1,800
<b>Total Revenue</b>	<b>20,314</b>	<b>21,984</b>	<b>19,337</b>
Gain/(loss) on disposal of non current assets	18,427	21,938	19,313
Other gains/(losses)	...	(268)	...
<b>Net Result</b>	<b>(63,709)</b>	<b>(57,509)</b>	<b>(63,725)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	25,947	13,687	7,891
Receivables	1,599	1,598	1,598
Other financial assets	104,799	106,622	98,941
Assets held for sale	24,000	30,939	31,939
<b>Total Current Assets</b>	<b>156,345</b>	<b>152,846</b>	<b>140,369</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	1,385,767	1,186,131	1,140,913
Plant and equipment	20	1,265	1,235
Intangibles	188	188	188
<b>Total Non Current Assets</b>	<b>1,385,975</b>	<b>1,187,584</b>	<b>1,142,336</b>
<b>Total Assets</b>	<b>1,542,320</b>	<b>1,340,430</b>	<b>1,282,705</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	12,096	11,638	11,638
Borrowings at amortised cost	38,109	25,888	25,888
Other	676	668	668
<b>Total Current Liabilities</b>	<b>50,881</b>	<b>38,194</b>	<b>38,194</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	201,824	191,913	197,913
Other	72	72	72
<b>Total Non Current Liabilities</b>	<b>201,896</b>	<b>191,985</b>	<b>197,985</b>
<b>Total Liabilities</b>	<b>252,777</b>	<b>230,179</b>	<b>236,179</b>
<b>Net Assets</b>	<b>1,289,543</b>	<b>1,110,251</b>	<b>1,046,526</b>
<b>Equity</b>			
Reserves	1,065,850	851,169	831,169
Accumulated funds	223,693	259,082	215,357
<b>Total Equity</b>	<b>1,289,543</b>	<b>1,110,251</b>	<b>1,046,526</b>



## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	48	48	48
Grants and subsidies	20,587	20,017	15,930
Finance costs	13,484	13,484	13,855
Other	15,331	14,292	21,294
<b>Total Payments</b>	<b>49,450</b>	<b>47,841</b>	<b>51,127</b>
<b>Receipts</b>			
Sale of goods and services	7,519	7,519	6,638
Interest received	2,921	3,006	2,700
Other	13,874	13,789	13,999
<b>Total Receipts</b>	<b>24,314</b>	<b>24,314</b>	<b>23,337</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(25,136)</b>	<b>(23,527)</b>	<b>(27,790)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	49,927	38,594	43,313
Purchases of property, plant and equipment	(25,000)	(25,000)	(35,000)
<b>Net Cash Flows From Investing Activities</b>	<b>24,927</b>	<b>13,594</b>	<b>8,313</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	...	...	6,000
<b>Net Cash Flows From Financing Activities</b>	<b>...</b>	<b>...</b>	<b>6,000</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(209)</b>	<b>(9,933)</b>	<b>(13,477)</b>
Opening Cash and Cash Equivalents	28,156	25,620	13,687
Reclassification of Cash Equivalents	(2,000)	(2,000)	7,681
<b>Closing Cash and Cash Equivalents</b>	<b>25,947</b>	<b>13,687</b>	<b>7,891</b>
<b>Cash Flow Reconciliation</b>			
Net result	(63,709)	(57,509)	(63,725)
Non cash items added back	57,000	55,864	55,248
Change in operating assets and liabilities	(18,427)	(21,882)	(19,313)
<b>Net Cash Flows From Operating Activities</b>	<b>(25,136)</b>	<b>(23,527)</b>	<b>(27,790)</b>

Financial Statements

Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	6,335	6,335	3,728
Other operating expenses	19,981	13,011	11,432
Depreciation and amortisation	2,962	345	279
Grants and subsidies	9,770	...	3,636
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>39,048</b>	<b>19,691</b>	<b>19,075</b>
<b>Revenue</b>			
Sales of goods and services	21,189	18,184	3,927
Investment revenue	1,806	2,227	8,392
Grants and contributions	4,700	5,521	...
<b>Total Revenue</b>	<b>27,695</b>	<b>25,932</b>	<b>12,319</b>
Gain/(loss) on disposal of non current assets	...	71,824	...
<b>Net Result</b>	<b>(11,353)</b>	<b>78,065</b>	<b>(6,756)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	54,712	340,235	329,295
Receivables	1,172	1,860	1,015
Other financial assets	1,000	...	...
<b>Total Current Assets</b>	<b>56,884</b>	<b>342,095</b>	<b>330,310</b>
<b>Non Current Assets</b>			
Other financial assets	2,600	...	...
Investment properties	141,537	...	...
Property, plant and equipment -			
Land and building	45,985	3,346	3,346
Plant and equipment	3,676	799	3,369
Intangibles	82	140	277
<b>Total Non Current Assets</b>	<b>193,880</b>	<b>4,285</b>	<b>6,992</b>
<b>Total Assets</b>	<b>250,764</b>	<b>346,380</b>	<b>337,302</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,922	3,248	2,926
Provisions	2,674	2,729	729
Other	805	1,207	1,207
<b>Total Current Liabilities</b>	<b>6,401</b>	<b>7,184</b>	<b>4,862</b>
<b>Non Current Liabilities</b>			
Provisions	176	...	...
<b>Total Non Current Liabilities</b>	<b>176</b>	<b>...</b>	<b>...</b>
<b>Total Liabilities</b>	<b>6,577</b>	<b>7,184</b>	<b>4,862</b>
<b>Net Assets</b>	<b>244,187</b>	<b>339,196</b>	<b>332,440</b>
<b>Equity</b>			
Reserves	2,433	499	499
Accumulated funds	241,754	338,697	331,941
<b>Total Equity</b>	<b>244,187</b>	<b>339,196</b>	<b>332,440</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	6,241	5,345	3,728
Grants and subsidies	9,770	...	3,636
Finance costs	135	...	...
Other	25,383	19,723	17,759
<b>Total Payments</b>	<b>41,529</b>	<b>25,068</b>	<b>25,123</b>
<b>Receipts</b>			
Sale of goods and services	24,393	21,788	7,156
Interest received	1,806	2,227	8,392
Grants and contributions	4,700	4,700	...
Other	2,023	2,984	1,621
<b>Total Receipts</b>	<b>32,922</b>	<b>31,699</b>	<b>17,169</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(8,607)</b>	<b>6,631</b>	<b>(7,954)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	260,440	...
Proceeds from sale of investments	...	1,051	...
Purchases of property, plant and equipment	(5,444)	(1,107)	(2,845)
Other	(141)	(139)	(141)
<b>Net Cash Flows From Investing Activities</b>	<b>(5,585)</b>	<b>260,245</b>	<b>(2,986)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(14,192)</b>	<b>266,876</b>	<b>(10,940)</b>
Opening Cash and Cash Equivalents	68,904	73,359	340,235
<b>Closing Cash and Cash Equivalents</b>	<b>54,712</b>	<b>340,235</b>	<b>329,295</b>
<b>Cash Flow Reconciliation</b>			
Net result	(11,353)	78,065	(6,756)
Non cash items added back	2,962	345	279
Change in operating assets and liabilities	(216)	(71,779)	(1,477)
<b>Net Cash Flows From Operating Activities</b>	<b>(8,607)</b>	<b>6,631</b>	<b>(7,954)</b>

## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	7,155	7,198	7,305
Depreciation and amortisation	2,469	2,469	2,885
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>9,624</b>	<b>9,667</b>	<b>10,190</b>
<b>Revenue</b>			
Sales of goods and services	5,347	5,320	13,362
Investment revenue	519	950	179
Grants and contributions	4,531	4,564	4,565
Other revenue	5,483	5,654	6,326
<b>Total Revenue</b>	<b>15,880</b>	<b>16,488</b>	<b>24,432</b>
<b>Net Result</b>	<b>6,256</b>	<b>6,821</b>	<b>14,242</b>

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## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	9,804	16,873	12,303
Receivables	1,025	1,983	1,983
Other financial assets	...	16,000	16,000
<b>Total Current Assets</b>	<b>10,829</b>	<b>34,856</b>	<b>30,286</b>
<b>Non Current Assets</b>			
Receivables	3,552	6,360	6,360
Investment properties	...	2,986	2,986
Property, plant and equipment -			
Land and building	586,472	644,745	644,457
Plant and equipment	2,688	1,717	1,501
Infrastructure systems	92,854	77,483	96,799
Intangibles	5,960	1,213	1,213
Other	...	1,805	1,805
<b>Total Non Current Assets</b>	<b>691,526</b>	<b>736,309</b>	<b>755,121</b>
<b>Total Assets</b>	<b>702,355</b>	<b>771,165</b>	<b>785,407</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,661	3,549	3,549
Provisions	246	295	295
Other	...	4,105	4,105
<b>Total Current Liabilities</b>	<b>2,907</b>	<b>7,949</b>	<b>7,949</b>
<b>Non Current Liabilities</b>			
Other	8,439	8,170	8,170
<b>Total Non Current Liabilities</b>	<b>8,439</b>	<b>8,170</b>	<b>8,170</b>
<b>Total Liabilities</b>	<b>11,346</b>	<b>16,119</b>	<b>16,119</b>
<b>Net Assets</b>	<b>691,009</b>	<b>755,046</b>	<b>769,288</b>
<b>Equity</b>			
Reserves	145,552	206,794	206,794
Accumulated funds	545,457	548,252	562,494
<b>Total Equity</b>	<b>691,009</b>	<b>755,046</b>	<b>769,288</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	9,811	7,395	9,397
<b>Total Payments</b>	<b>9,811</b>	<b>7,395</b>	<b>9,397</b>
<b>Receipts</b>			
Sale of goods and services	5,347	5,320	13,362
Interest received	519	950	179
Grants and contributions	9,469	4,469	9,458
Other	3,201	8,575	3,525
<b>Total Receipts</b>	<b>18,536</b>	<b>19,314</b>	<b>26,524</b>
<b>Net Cash Flows From Operating Activities</b>	<b>8,725</b>	<b>11,919</b>	<b>17,127</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(34,782)	(18,070)	(21,697)
Purchases of investments	...	(16,000)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(34,782)</b>	<b>(34,070)</b>	<b>(21,697)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(26,057)</b>	<b>(22,151)</b>	<b>(4,570)</b>
Opening Cash and Cash Equivalents	35,861	39,024	16,873
<b>Closing Cash and Cash Equivalents</b>	<b>9,804</b>	<b>16,873</b>	<b>12,303</b>
<b>Cash Flow Reconciliation</b>			
Net result	6,256	6,821	14,242
Non cash items added back	2,469	2,469	2,885
Change in operating assets and liabilities	...	2,629	...
<b>Net Cash Flows From Operating Activities</b>	<b>8,725</b>	<b>11,919</b>	<b>17,127</b>

## 9. PREMIER AND CABINET CLUSTER

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>Department of Premier and Cabinet</b>						
Service Group						
Policy Support .....	63.2	80.2	26.8	0.1	0.2	172.7
Administrative Support for Government .....	128.4	135.3	5.4	7.0	4.7	(32.7)
Protocol and Special Events .....	38.5	21.8	(43.3)	0.9	2.7	192.8
Cluster Grant Funding .....	268.2	317.6	18.4	...	...	...
<b>Total</b>	<b>498.3</b>	<b>554.9</b>	<b>11.4</b>	<b>8.0</b>	<b>7.6</b>	<b>(4.9)</b>
<b>Infrastructure NSW</b>						
<b>Total</b>	<b>24.0</b>	<b>141.5</b>	<b>488.3</b>	<b>0.3</b>	<b>1.0</b>	<b>273.1</b>
<b>Natural Resources Commission</b>						
Service Group						
Natural Resources Commission .....	5.7	5.4	(5.0)	1.0	...	(100.0)
<b>Total</b>	<b>5.7</b>	<b>5.4</b>	<b>(5.0)</b>	<b>1.0</b>	<b>...</b>	<b>(100.0)</b>
<b>Office of Sport</b>						
Service Group						
Sport and Recreation Services .....	143.6	150.8	5.0	5.9	16.8	183.4
Personnel Services .....	36.8	39.7	7.7	...	...	...
<b>Total</b>	<b>180.4</b>	<b>190.5</b>	<b>5.6</b>	<b>5.9</b>	<b>16.8</b>	<b>183.4</b>
<b>Parliamentary Counsel's Office</b>						
Service Group						
Parliamentary Counsel's Office .....	9.5	10.0	5.9	0.1	0.2	207.5
<b>Total</b>	<b>9.5</b>	<b>10.0</b>	<b>5.9</b>	<b>0.1</b>	<b>0.2</b>	<b>207.5</b>
<b>Sydney Olympic Park Authority</b>						
Service Group						
Precinct Management and Development .....	140.9	134.9	(4.3)	21.0	25.1	19.6
<b>Total</b>	<b>140.9</b>	<b>134.9</b>	<b>(4.3)</b>	<b>21.0</b>	<b>25.1</b>	<b>19.6</b>
<b>Barangaroo Delivery Authority</b>						
<b>Total</b>	<b>62.5</b>	<b>85.4</b>	<b>36.6</b>	<b>27.5</b>	<b>7.3</b>	<b>(73.7)</b>
<b>Destination NSW</b>						
<b>Total</b>	<b>162.3</b>	<b>175.2</b>	<b>7.9</b>	<b>0.2</b>	<b>0.2</b>	<b>...</b>
<b>Audit Office of New South Wales</b>						
<b>Total</b>	<b>43.4</b>	<b>45.1</b>	<b>4.0</b>	<b>1.2</b>	<b>2.0</b>	<b>58.9</b>
<b>Independent Commission Against Corruption</b>						
Service Group						
Corruption Investigation, Prevention and Education .....	24.4	23.6	(3.4)	0.7	0.7	(2.9)
<b>Total</b>	<b>24.4</b>	<b>23.6</b>	<b>(3.4)</b>	<b>0.7</b>	<b>0.7</b>	<b>(2.9)</b>



Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>Independent Pricing and Regulatory Tribunal</b>						
Service Group						
Utilities Pricing, Regulation and Analysis and Policy Work .....	34.7	32.5	(6.4)	0.2	1.4	595.0
Total	34.7	32.5	(6.4)	0.2	1.4	595.0
<b>New South Wales Electoral Commission</b>						
Service Group						
Conduct and Management of Elections .....	64.1	95.3	48.6	3.9	5.8	49.2
Total	64.1	95.3	48.6	3.9	5.8	49.2
<b>Ombudsman's Office</b>						
Service Group						
Complaint Resolution, Investigation, Oversight and Scrutiny .....	33.4	34.1	2.2	0.3	2.7	736.4
Total	33.4	34.1	2.2	0.3	2.7	736.4
<b>Public Service Commission</b>						
Service Group						
Services and Capabilities Improvement .....	37.5	37.9	1.1	0.4	0.3	(40.0)
Total	37.5	37.9	1.1	0.4	0.3	(40.0)

## Introduction

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The Premier and Cabinet cluster works for the people of New South Wales by supporting the Premier and Cabinet, and works with other clusters to drive the Government's objectives, coordinate policy and services throughout the whole-of-government, and enable effective stewardship of the public service. It provides thought leadership across the public sector. There are also a number of specific portfolio areas that have been assigned directly to the cluster.

The cluster supports the delivery of the Premier's 12 Priorities and the Premier's Implementation Unit has been established within the cluster to help progress and support these Priorities. Delivery progress is underway in all 12 Priorities including implementation of focused interventions to achieve the Priorities.

The Premier's Priorities and State Priorities that the Premier and Cabinet cluster are responsible for are to:

- deliver the Government's key infrastructure projects across the state on time and on budget
- double the number of Aboriginal people in senior leadership roles and increase the proportion of women in senior leadership roles to 50 per cent in the government sector in the next ten years.

The cluster also oversees investment in infrastructure and coordinates 'independent accountability organisations' such as the Ombudsman's Office and the Independent Commission Against Corruption.

As the lead cluster in the NSW public sector, the Premier and Cabinet cluster:

- provides strategic policy advice on state and national issues to guide decision-making
- leads the Government's agenda for change in New South Wales
- takes a lead in national policy, Federation reform and intergovernmental relations
- provides independent advice to help the Government identify and prioritise the delivery of critical public infrastructure across the State
- coordinates and leads departments to deliver key community programs
- coordinates government services in rural and regional communities
- contributes to an efficient, customer-focused public sector
- facilitates private sector partnerships and investment
- leads international investment attraction, export facilitation and nurtures international government and trade relationships
- facilitates a whole-of-government approach to run major events and organise official events such as ceremonial occasions, State and official receptions and Head of Mission visits
- drives the improvement in talent management in the public sector
- manages machinery-of-government issues.

## Services

The cluster's key services are:

- supporting and coordinating the delivery of government priorities
- coordinating significant infrastructure and investment projects to support economic development
- applying the 20-year State Infrastructure Strategy to assess the State's infrastructure needs and priorities
- monitoring and reviewing major capital projects worth over \$100 million through Infrastructure NSW, in partnership with the Treasury
- coordinating infrastructure funding submissions to Infrastructure Australia

- delivering the foreshore urban renewal project at Barangaroo
- supporting the Cabinet process and the Premier's participation in meetings of the Council of Australian Governments
- coordinating the activities of government agencies to ensure they are aligned at a regional level
- promoting trade and investment within the State through effective international engagement to grow exports and investment
- drafting and publishing legislation
- providing ministerial support
- providing guidance on whole-of-government communications activities to ensure value for money for agency communications expenditure
- using a whole-of-government approach for special events, which includes supporting the Governor, Premier and Ministers
- ensuring the sacrifices of the State's servicemen and women are honoured and remembered with dignity and respect
- supporting the Government's commitment to red tape reduction
- promoting tourism and securing major events
- engaging the sport and recreation industry through partnerships, providing grants to sporting organisations and managing government sporting facilities
- managing and developing the Sydney Olympic Park precinct including coordinating activities for major events.

## **2016-17 Budget Highlights**

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In 2016-17, the Department of Premier and Cabinet will spend \$563 million (\$555 million recurrent and \$7.6 million capital) to lead the NSW public sector to deliver on the Government's commitments and priorities.

### **Department of Premier and Cabinet**

In 2016-17, the Department will spend \$245 million (\$237 million recurrent and \$7.6 million capital) to coordinate policy and services across the whole-of-government; provide sector wide policy advice, counsel and legislative support services; provide administrative and coordination support to the Premier and Ministry; and support the Premier and NSW Government in protocol and ceremonial matters.

Key initiatives include:

- continued funding of \$10.9 million for Countering Violent Extremism initiatives (totalling \$20 million from 2016-17 to 2018-19)
- new funding of \$5.0 million for the establishment and ongoing cost of the Premier's Implementation Unit
- new funding of \$2.2 million to improve the settlement outcomes for the intake of Syrian and Iraqi refugees (\$8.4 million from 2016-17 to 2019-20) out of a total \$145.6 million (over four years) for the refugee assistance package
- \$2.6 million recurrent and \$2.0 million capital expenditure for a Corporate and Shared Services reform project. The project to improve service delivery will cost \$7.1 million in recurrent expenditure and \$4.0 million in capital over 2016-17 to 2017-18.

## International Trade and Investment

In 2016-17, \$10.0 million will be spent to:

- promote international trade and investment, including our international offices embedded in all ten priority markets and export advisors based across New South Wales
- prioritise foreign direct investment in high growth sectors to deliver economic benefits, create jobs and improve productivity
- establish an integrated whole-of-government approach to international trade and investment to reduce investment barriers, attract talent and build the capability of NSW businesses branching into the global market
- boost export education for small to medium enterprises across New South Wales.

## Destination NSW

In 2016-17, Destination NSW will spend \$175 million (\$175 million recurrent and \$160,000 capital) towards integrated tourism and events programs to grow New South Wales as a global tourism and event destination.

Key initiatives include:

- securing new events in 2016-17 which include the International Rugby Board Sydney Sevens, the Australian premiere of Disney's Aladdin, the world premiere of Dream Lover: The Bobby Darin musical, Sydney Sings – Australia's international festival of the voice, American College Football and the McDonalds AFL 9's all secured for Sydney, L'Étape Australia by Le Tour de France, the only Australian round of the FIM Asia Super Moto Championships, the ITU Cross Triathlon World Championships and Artlands Dubbo in regional centres
- continued funding to support events such as Handa Opera on Sydney Harbour, the Sydney International Art Series, Vivid Sydney, the NRL Grand Final and State of Origin Series, World Cup Football Qualifiers, the Australian round of the World Rally Championships, Ironman Australia Port Macquarie, the NSW Pro Surf Series, the Deni Ute Muster and MTV Beats & Eats in Regional New South Wales
- delivering a range of advertising and marketing activities across New South Wales, with a renewed focus on regional activity.

## Office of Sport

In 2016-17, the Office of Sport will spend \$207 million (\$190 million recurrent and \$17 million capital) for a range of sport related programs including coordination of the Government's investment in stadia; providing grants to sporting bodies; managing government owned sporting and recreation facilities; facilitating capacity and capability development for sports in New South Wales; providing personnel services to selected agencies; and providing new and upgraded sporting facilities.

Key initiatives include:

- \$5.9 million in new funding as the NSW contribution to a jointly funded Australian Government and State investment to construct a new national high-performance centre and Olympic training facility at Lennox Head
- \$5.5 million in new funding to assist the Office of Sport's new strategic direction including rebuilding the major stadia network and facilitating sport capacity and capability development
- \$3.0 million in new funding for grants for the expansion of the Surfing Australia High Performance Centre at Casuarina Beach
- \$2.0 million in additional funding for the NSW Institute of Sport
- \$1.0 million in additional funding for Regional Sporting Academies.

## **Infrastructure NSW**

In 2016-17, Infrastructure NSW will spend \$142 million (\$141 million recurrent and \$1.0 million capital), to significantly expand its responsibilities in supporting the Premier's Priority objective of delivering major infrastructure projects on time and on budget.

Total expenses over the next four years will largely relate to delivering projects on behalf of the Department of Justice, including the Walsh Bay Arts Precinct and the New Grafton Correctional Centre.

# Department of Premier and Cabinet

## Policy Support

**Service description:** This service group covers the provision of integrated sector-wide policy advice, counsel and legislative support services. It comprises the following areas: Economic Policy, Social Policy, Strategic Communications, Regional Coordination and Office of General Counsel.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Unsolicited private sector proposals that reach Stage 1 of the assessment within 90 Business Days	%	95	93	100	100	100
Number of consultations on the consultation website	no.	220	148	225	190	209
Number of unique individual visitors to the consultation website <sup>(a)</sup>	no.	65,565	25,171	25,000	28,000	30,800
<b>Employees:</b> <sup>(b)</sup>	FTE	250	235	313	325	325
				—————2015-16—————		
				Budget \$000	Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				59,321	63,232	80,175
Total expenses include the following:						
Employee related				45,169	45,503	49,724
Other operating expenses <sup>(c)</sup>				11,857	15,275	28,234
Grants and subsidies				2,230	2,392	2,217
Other expenses				65	62	...
Capital Expenditure				1,095	55	150

(a) This measure reflects the visitors to the "haveyoursay.nsw.gov.au" site. From 2014-15, consultation enquiries can be accessed via the general "nsw.gov.au" site, leading to a substantial reduction in visitors.

(b) From 1 July 2015, the *Administrative Arrangements (Administrative Changes-Public Service Agencies) Order (No.2) 2015* transferred the Trade Development Branch of the former Department of Trade and Investment, Regional Infrastructure and Services to the Department of Premier and Cabinet. This transfer increased staff by 56 FTEs over the 2014-15 position.

(c) Increase in other operating expenditure is mainly due to funding for Countering Violent Extremism initiatives.

## Administrative Support for Government

**Service description:** This service group covers a range of administrative and coordination functions to support the Premier and Ministry and the operations of the department. It includes human resources, governance, ICT and finance functions.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Appointments to Government boards and committees	no.	1,989	1,370	1,600	1,600	1,500
<b>Employees:</b>	FTE	325	329	336	332	332
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				135,051	128,375	135,289
Total expenses include the following:						
Employee related				60,946	59,659	60,699
Other operating expenses				60,481	50,867	59,596
Grants and subsidies				5,897	10,412	5,863
Other expenses				7,727	7,437	9,131
Capital Expenditure				9,527	7,040	4,739

## Protocol and Special Events

**Service description:** This service group provides management and coordination services for the Premier and NSW Government in protocol and ceremonial matters, special events, honours and awards and community programs. It also provides administrative support to former Office Holders and supports the Governor in constitutional, ceremonial and community roles and houses the Office of Veterans' Affairs.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Protocol and official hospitality events organised	no.	93	109	110	110	110
<b>Employees:</b> <sup>(a)</sup>	FTE	81	76	82	73	73
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				36,404	38,460	21,798
Total expenses include the following:						
Employee related				11,058	11,074	10,921
Other operating expenses				5,199	5,366	6,591
Grants and subsidies				20,147	22,020	4,286
Capital Expenditure				1,979	939	2,749

(a) From 1 July 2014, the *Administrative Arrangements (Administrative Changes-Miscellaneous Agencies) Order 2014* transferred the Office of Veterans' Affairs to the Department of Premier and Cabinet, increasing staff by five FTEs.



## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Premier and Cabinet cluster. For 2016-17, grant funding will be provided to the Office of Sport, Sydney Olympic Park Authority, Infrastructure NSW, Natural Resources Commission, Parliamentary Counsel's Office and Destination NSW.

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	282,760	268,238	317,605
Total expenses include the following:			
Grants and subsidies	282,760	268,238	317,605
Office of Sport	97,580	95,628	105,617
Sydney Olympic Park Authority	81	81	28,988
Infrastructure NSW	10,605	10,605	13,804
Natural Resources Commission	6,365	6,195	4,308
Parliamentary Counsel's Office	8,484	8,484	9,212
Destination NSW	159,645	147,245	155,676

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	117,173	116,236	121,344
Other operating expenses	77,537	71,508	94,421
Depreciation and amortisation	7,564	7,313	8,962
Grants and subsidies	311,034	303,062	329,971
Finance costs	163	186	169
Other expenses	65	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>513,536</b>	<b>498,305</b>	<b>554,867</b>
<b>Revenue</b>			
Appropriation	514,991	495,489	540,473
Sales of goods and services	1,492	3,934	2,138
Grants and contributions	2,659	3,236	2,674
Acceptance by Crown Entity of employee benefits and other liabilities	3,528	3,526	4,167
Other revenue	644	...	...
<b>Total Revenue</b>	<b>523,314</b>	<b>506,185</b>	<b>549,452</b>
Gain/(loss) on disposal of non current assets	...	(26)	...
Other gains/(losses)	...	(1,527)	...
<b>Net Result</b>	<b>9,778</b>	<b>6,327</b>	<b>(5,415)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	7,191	6,633	4,400
Receivables	1,459	5,317	4,070
<b>Total Current Assets</b>	<b>8,650</b>	<b>11,950</b>	<b>8,470</b>
<b>Non Current Assets</b>			
Receivables	...	58	58
Property, plant and equipment -			
Land and building	100,164	103,781	106,354
Plant and equipment	57,073	53,658	48,867
Intangibles	6,865	4,402	5,296
<b>Total Non Current Assets</b>	<b>164,102</b>	<b>161,899</b>	<b>160,575</b>
<b>Total Assets</b>	<b>172,752</b>	<b>173,849</b>	<b>169,045</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	9,721	7,979	9,708
Provisions	11,816	9,042	9,426
Other	3,184	3,191	3,191
<b>Total Current Liabilities</b>	<b>24,721</b>	<b>20,212</b>	<b>22,325</b>
<b>Non Current Liabilities</b>			
Provisions	5,517	5,196	5,739
Other	28,423	30,494	28,449
<b>Total Non Current Liabilities</b>	<b>33,940</b>	<b>35,690</b>	<b>34,188</b>
<b>Total Liabilities</b>	<b>58,661</b>	<b>55,902</b>	<b>56,513</b>
<b>Net Assets</b>	<b>114,091</b>	<b>117,947</b>	<b>112,532</b>
<b>Equity</b>			
Reserves	...	4,722	4,722
Accumulated funds	114,091	113,225	107,810
<b>Total Equity</b>	<b>114,091</b>	<b>117,947</b>	<b>112,532</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	115,426	117,361	113,496
Grants and subsidies	311,034	303,062	329,971
Finance costs	...	62	...
Other	88,346	78,328	103,383
<b>Total Payments</b>	<b>514,806</b>	<b>498,813</b>	<b>546,850</b>
<b>Receipts</b>			
Appropriation	514,991	495,489	540,473
Sale of goods and services	1,492	3,916	2,138
Interest received	90	89	...
Grants and contributions	109	212	109
Other	11,463	8,277	9,535
<b>Total Receipts</b>	<b>528,145</b>	<b>507,983</b>	<b>552,255</b>
<b>Net Cash Flows From Operating Activities</b>	<b>13,339</b>	<b>9,170</b>	<b>5,405</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(9,156)	(7,199)	(5,123)
Other	(3,445)	(580)	(2,515)
<b>Net Cash Flows From Investing Activities</b>	<b>(12,601)</b>	<b>(7,779)</b>	<b>(7,638)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>738</b>	<b>1,391</b>	<b>(2,233)</b>
Opening Cash and Cash Equivalents	6,453	5,242	6,633
<b>Closing Cash and Cash Equivalents</b>	<b>7,191</b>	<b>6,633</b>	<b>4,400</b>
<b>Cash Flow Reconciliation</b>			
Net result	9,778	6,327	(5,415)
Non cash items added back	7,564	8,781	8,962
Change in operating assets and liabilities	(4,003)	(5,938)	1,858
<b>Net Cash Flows From Operating Activities</b>	<b>13,339</b>	<b>9,170</b>	<b>5,405</b>

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5,464	4,912	4,768
Other operating expenses <sup>(a)</sup>	11,383	18,958	136,418
Depreciation and amortisation	106	179	304
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>16,953</b>	<b>24,049</b>	<b>141,490</b>
<b>Revenue</b>			
Sales of goods and services <sup>(a)</sup>	5,277	11,357	107,740
Grants and contributions <sup>(a)</sup>	11,294	12,611	35,324
Acceptance by Crown Entity of employee benefits and other liabilities	81	273	83
<b>Total Revenue</b>	<b>16,652</b>	<b>24,241</b>	<b>143,147</b>
<b>Net Result</b>	<b>(301)</b>	<b>192</b>	<b>1,657</b>

(a) Additional expenses were approved for 2015-16 and 2016-17 for the delivery of the Walsh Bay Arts Precinct, the New Grafton Correctional Centre and the Hawkesbury-Nepean Valley Flood Risk Management Strategy, funded through fee for services and grants.

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,230	3,022	4,000
Receivables	2,641	2,042	914
<b>Total Current Assets</b>	<b>3,871</b>	<b>5,064</b>	<b>4,914</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	112	230	187
Intangibles	32	51	790
<b>Total Non Current Assets</b>	<b>144</b>	<b>281</b>	<b>977</b>
<b>Total Assets</b>	<b>4,015</b>	<b>5,345</b>	<b>5,891</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,779	3,152	2,041
Provisions	327	468	468
<b>Total Current Liabilities</b>	<b>2,106</b>	<b>3,620</b>	<b>2,509</b>
<b>Non Current Liabilities</b>			
Provisions	319	111	111
<b>Total Non Current Liabilities</b>	<b>319</b>	<b>111</b>	<b>111</b>
<b>Total Liabilities</b>	<b>2,425</b>	<b>3,731</b>	<b>2,620</b>
<b>Net Assets</b>	<b>1,590</b>	<b>1,614</b>	<b>3,271</b>
<b>Equity</b>			
Accumulated funds	1,590	1,614	3,271
<b>Total Equity</b>	<b>1,590</b>	<b>1,614</b>	<b>3,271</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5,383	4,639	4,685
Other	11,383	18,958	137,529
<b>Total Payments</b>	<b>16,766</b>	<b>23,597</b>	<b>142,214</b>
<b>Receipts</b>			
Sale of goods and services	5,277	11,357	107,740
Grants and contributions	11,294	12,611	35,324
Other	...	...	1,128
<b>Total Receipts</b>	<b>16,571</b>	<b>23,968</b>	<b>144,192</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(195)</b>	<b>371</b>	<b>1,978</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	...	(198)	...
Other	...	(70)	(1,000)
<b>Net Cash Flows From Investing Activities</b>	<b>...</b>	<b>(268)</b>	<b>(1,000)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(195)</b>	<b>103</b>	<b>978</b>
Opening Cash and Cash Equivalents	1,425	2,919	3,022
<b>Closing Cash and Cash Equivalents</b>	<b>1,230</b>	<b>3,022</b>	<b>4,000</b>
<b>Cash Flow Reconciliation</b>			
Net result	(301)	192	1,657
Non cash items added back	106	179	304
Change in operating assets and liabilities	...	...	17
<b>Net Cash Flows From Operating Activities</b>	<b>(195)</b>	<b>371</b>	<b>1,978</b>

# Natural Resources Commission

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## Service Group Statements

### Natural Resources Commission

**Service description:** This service group covers provision of independent advice to the Government on natural resource management (NRM) issues which enables NRM decisions to be based on sound science and best practice management balancing economic, social and environmental interests of the State.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Reviews and audits of the Catchment Action Plans and Local Land Services	no.	0	3	4	14	2
Reviews of scientific, technical and complex issues	no.	6	7	6	5	4
Independent review and audits commissioned	no.	8	9	8	10	9
<b>Employees:</b>	FTE	20	20	20	19	21
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				5,764	5,674	5,388
Total expenses include the following:						
Employee related				3,269	3,145	3,348
Other operating expenses				2,225	2,373	1,842
Capital Expenditure				1,000	1,000	...



## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	3,269	3,145	3,348
Other operating expenses	2,225	2,373	1,842
Depreciation and amortisation	270	156	198
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,764</b>	<b>5,674</b>	<b>5,388</b>
<b>Revenue</b>			
Grants and contributions	6,365	6,195	4,308
Acceptance by Crown Entity of employee benefits and other liabilities	50	36	51
Other revenue	98	200	105
<b>Total Revenue</b>	<b>6,513</b>	<b>6,431</b>	<b>4,464</b>
Gain/(loss) on disposal of non current assets	...	(9)	...
<b>Net Result</b>	<b>749</b>	<b>748</b>	<b>(924)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	178	779	150
Receivables	46	30	30
<b>Total Current Assets</b>	<b>224</b>	<b>809</b>	<b>180</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	1,413	1,490	1,292
<b>Total Non Current Assets</b>	<b>1,413</b>	<b>1,490</b>	<b>1,292</b>
<b>Total Assets</b>	<b>1,637</b>	<b>2,299</b>	<b>1,472</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	131	262	250
Provisions	229	272	272
<b>Total Current Liabilities</b>	<b>360</b>	<b>534</b>	<b>522</b>
<b>Non Current Liabilities</b>			
Provisions	223	17	126
<b>Total Non Current Liabilities</b>	<b>223</b>	<b>17</b>	<b>126</b>
<b>Total Liabilities</b>	<b>583</b>	<b>551</b>	<b>648</b>
<b>Net Assets</b>	<b>1,054</b>	<b>1,748</b>	<b>824</b>
<b>Equity</b>			
Accumulated funds	1,054	1,748	824
<b>Total Equity</b>	<b>1,054</b>	<b>1,748</b>	<b>824</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	3,279	3,129	3,297
Other	2,297	2,541	1,745
<b>Total Payments</b>	<b>5,576</b>	<b>5,670</b>	<b>5,042</b>
<b>Receipts</b>			
Interest received	...	21	...
Grants and contributions	6,365	6,195	4,308
Other	98	278	105
<b>Total Receipts</b>	<b>6,463</b>	<b>6,494</b>	<b>4,413</b>
<b>Net Cash Flows From Operating Activities</b>	<b>887</b>	<b>824</b>	<b>(629)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(1,000)	(1,000)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(113)</b>	<b>(176)</b>	<b>(629)</b>
Opening Cash and Cash Equivalents	291	955	779
<b>Closing Cash and Cash Equivalents</b>	<b>178</b>	<b>779</b>	<b>150</b>
<b>Cash Flow Reconciliation</b>			
Net result	749	748	(924)
Non cash items added back	270	156	198
Change in operating assets and liabilities	(132)	(80)	97
<b>Net Cash Flows From Operating Activities</b>	<b>887</b>	<b>824</b>	<b>(629)</b>

**Service Group Statements**

**Sport and Recreation Services**

**Service description:** This service group covers the development and delivery of the government's sport strategy and policy coordination for its investment in stadia. It also provides sport and recreation programs, sport policy and regulatory frameworks, compliance and education programs and grants to sporting bodies and manages government-owned sporting facilities.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Grants to industry organisations	\$m	5	5	5	5	5
Participation in NSW Sport and Recreation Centre programs	no.	186,000	199,750	195,000	200,000	205,000
<b>Employees:</b>	FTE	427	386	393	391	417
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				142,700	143,578	150,795
Total expenses include the following:						
Employee related				40,656	42,863	48,200
Other operating expenses				34,679	40,134	39,192
Grants and subsidies				60,759	53,966	56,484
Capital Expenditure				5,943	5,943	16,843

(a) Institute of Sport Staff Agency was abolished and transferred to the Office of Sport on 2 September 2015 per the *Administrative Arrangements (Administrative Changes – Miscellaneous) Order 2015*.

## Personnel Services

**Service description:** This service group provides personnel services to selected agencies. Agencies include Sydney Olympic Park Authority, Venues NSW and Combat Sports Authority NSW.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees:</b>						
Sydney Olympic Park Authority	FTE	257	255	267	254	264
Venues NSW	FTE	36	35	36	36	36
Combat Sports Authority NSW	FTE	5	5	5	5	5
NSW Institute of Sport <sup>(a)</sup>	FTE	N/A	N/A	N/A	74	74

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses	32,496	36,842	39,664
Total expenses include the following:			
Employee related	32,496	36,842	39,664

(a) Under the *Administrative Arrangements (Administrative Changes - Miscellaneous) Order 2015*, staff of the NSW Institute of Sport were transferred to the employment of the Office of Sport and a Personnel Services arrangement was commenced, effective from 2 September 2015.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	73,152	79,705	87,864
Other operating expenses	34,679	40,134	39,192
Depreciation and amortisation	6,606	6,606	6,919
Grants and subsidies	60,759	53,966	56,484
Finance costs	...	9	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>175,196</b>	<b>180,420</b>	<b>190,459</b>
<b>Revenue</b>			
Sales of goods and services	66,419	71,123	74,277
Investment revenue	...	4	...
Retained taxes, fees and fines	...	2	...
Grants and contributions	107,063	105,111	120,397
Acceptance by Crown Entity of employee benefits and other liabilities	3,080	4,161	3,134
Other revenue	369	1,711	378
<b>Total Revenue</b>	<b>176,931</b>	<b>182,112</b>	<b>198,186</b>
Gain/(loss) on disposal of non current assets	...	20	...
Other gains/(losses)	64	64	64
<b>Net Result</b>	<b>1,799</b>	<b>1,776</b>	<b>7,791</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	9,607	20,240	8,264
Receivables	9,995	10,005	10,005
Other financial assets	320	320	320
<b>Total Current Assets</b>	<b>19,922</b>	<b>30,565</b>	<b>18,589</b>
<b>Non Current Assets</b>			
Receivables	37	64	64
Other financial assets	700	428	428
Property, plant and equipment -			
Land and building	168,407	159,077	169,907
Plant and equipment	13,142	13,788	13,161
Intangibles	569	478	199
<b>Total Non Current Assets</b>	<b>182,855</b>	<b>173,835</b>	<b>183,759</b>
<b>Total Assets</b>	<b>202,777</b>	<b>204,400</b>	<b>202,348</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,116	12,140	2,297
Provisions	7,424	8,967	8,967
Other	2,534	2,534	2,534
<b>Total Current Liabilities</b>	<b>12,074</b>	<b>23,641</b>	<b>13,798</b>
<b>Non Current Liabilities</b>			
Provisions	888	915	915
<b>Total Non Current Liabilities</b>	<b>888</b>	<b>915</b>	<b>915</b>
<b>Total Liabilities</b>	<b>12,962</b>	<b>24,556</b>	<b>14,713</b>
<b>Net Assets</b>	<b>189,815</b>	<b>179,844</b>	<b>187,635</b>
<b>Equity</b>			
Reserves	16,876	26,718	26,718
Accumulated funds	172,939	153,126	160,917
<b>Total Equity</b>	<b>189,815</b>	<b>179,844</b>	<b>187,635</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	71,649	76,401	84,573
Grants and subsidies	60,759	53,966	56,484
Other	43,970	49,219	56,003
<b>Total Payments</b>	<b>176,378</b>	<b>179,586</b>	<b>197,060</b>
<b>Receipts</b>			
Sale of goods and services	65,865	68,733	74,341
Interest received	...	571	...
Grants and contributions	100,192	98,180	113,354
Other	16,499	15,673	14,232
<b>Total Receipts</b>	<b>182,556</b>	<b>183,157</b>	<b>201,927</b>
<b>Net Cash Flows From Operating Activities</b>	<b>6,178</b>	<b>3,571</b>	<b>4,867</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	50	...
Advance repayments received	...	140	...
Purchases of property, plant and equipment	(5,943)	(5,943)	(16,843)
Advances made	...	(228)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(5,943)</b>	<b>(5,981)</b>	<b>(16,843)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>235</b>	<b>(2,410)</b>	<b>(11,976)</b>
Opening Cash and Cash Equivalents	9,372	22,650	20,240
<b>Closing Cash and Cash Equivalents</b>	<b>9,607</b>	<b>20,240</b>	<b>8,264</b>
<b>Cash Flow Reconciliation</b>			
Net result	1,799	1,776	7,791
Non cash items added back	6,606	6,606	6,919
Change in operating assets and liabilities	(2,227)	(4,811)	(9,843)
<b>Net Cash Flows From Operating Activities</b>	<b>6,178</b>	<b>3,571</b>	<b>4,867</b>



# Parliamentary Counsel's Office

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## Service Group Statements

### Parliamentary Counsel's Office

**Service description:** This service group covers the provision of drafting, publishing and legislative support services.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Items of legislation drafted <sup>(a)</sup>	no.	788	870	890	896	900
Pages of legislation drafted	thous	12.1	7.1	8.4	6.2	8.0
Legislative website visits <sup>(b)</sup>	mill	411	705	440	724	730
Employees	FTE	46	44	46	45	48

		2015-16		2016-17
		Budget \$000	Revised \$000	Budget \$000

#### Financial indicators:

Total Expenses Excluding Losses		9,454	9,471	10,028
Total expenses include the following:				
Employee related		7,383	7,383	7,892
Other operating expenses		1,774	1,784	1,856

Capital Expenditure		80	80	246
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(a) Items drafted and page counts are for Bills introduced and instruments made. The print layout of legislation was redesigned to enable more text to appear on each page. The page count for previous years has been adjusted so that the figures are on a comparable basis.

(b) In 2014-15, the NSW legislation website ([www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au)) began publishing the Government Gazette leading to an increase in website visits.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	7,383	7,383	7,892
Other operating expenses	1,774	1,784	1,856
Depreciation and amortisation	297	300	276
Finance costs	...	4	4
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>9,454</b>	<b>9,471</b>	<b>10,028</b>
<b>Revenue</b>			
Sales of goods and services	168	185	182
Grants and contributions	8,484	8,484	9,212
Acceptance by Crown Entity of employee benefits and other liabilities	238	413	372
<b>Total Revenue</b>	<b>8,890</b>	<b>9,082</b>	<b>9,766</b>
<b>Net Result</b>	<b>(564)</b>	<b>(389)</b>	<b>(262)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	217	389	188
Receivables	28	170	170
<b>Total Current Assets</b>	<b>245</b>	<b>559</b>	<b>358</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	368	333	227
Intangibles	227	274	350
<b>Total Non Current Assets</b>	<b>595</b>	<b>607</b>	<b>577</b>
<b>Total Assets</b>	<b>840</b>	<b>1,166</b>	<b>935</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	228	212	208
Provisions	650	804	839
<b>Total Current Liabilities</b>	<b>878</b>	<b>1,016</b>	<b>1,047</b>
<b>Non Current Liabilities</b>			
Provisions	262	270	270
<b>Total Non Current Liabilities</b>	<b>262</b>	<b>270</b>	<b>270</b>
<b>Total Liabilities</b>	<b>1,140</b>	<b>1,286</b>	<b>1,317</b>
<b>Net Assets</b>	<b>(300)</b>	<b>(120)</b>	<b>(382)</b>
<b>Equity</b>			
Accumulated funds	(300)	(120)	(382)
<b>Total Equity</b>	<b>(300)</b>	<b>(120)</b>	<b>(382)</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	7,203	7,036	7,485
Other	1,969	1,980	2,059
<b>Total Payments</b>	<b>9,172</b>	<b>9,016</b>	<b>9,544</b>
<b>Receipts</b>			
Sale of goods and services	168	185	182
Interest received	...	7	...
Grants and contributions	8,484	8,484	9,212
Other	195	86	195
<b>Total Receipts</b>	<b>8,847</b>	<b>8,762</b>	<b>9,589</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(325)</b>	<b>(254)</b>	<b>45</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	...	...	(30)
Other	(80)	(80)	(216)
<b>Net Cash Flows From Investing Activities</b>	<b>(80)</b>	<b>(80)</b>	<b>(246)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(405)</b>	<b>(334)</b>	<b>(201)</b>
Opening Cash and Cash Equivalents	622	723	389
<b>Closing Cash and Cash Equivalents</b>	<b>217</b>	<b>389</b>	<b>188</b>
<b>Cash Flow Reconciliation</b>			
Net result	(564)	(389)	(262)
Non cash items added back	297	300	276
Change in operating assets and liabilities	(58)	(165)	31
<b>Net Cash Flows From Operating Activities</b>	<b>(325)</b>	<b>(254)</b>	<b>45</b>

# Sydney Olympic Park Authority

## Service Group Statements

### Precinct Management and Development

**Service description:** This service group covers the promotion, development and management of the Sydney Olympic Park precinct.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Cost of services per venue event day	\$000	11	11	11	12	11
Cost of services per \$1 million of asset book value	\$000	9	9	9	9	9
Car parking revenue	\$m	19.9	21.3	18.0	19.4	18.4
Cash ratio of revenue to expenditure <sup>(a)</sup>	%	71	73	65	68	66
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				131,289	140,948	134,944
Total expenses include the following:						
Other operating expenses				77,240	74,812	78,433
Grants and subsidies				...	10,000	...
Capital Expenditure				23,889	20,989	25,094

(a) Excludes grant funding from principal department.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	77,240	74,812	78,433
Depreciation and amortisation	54,049	56,136	56,511
Grants and subsidies	...	10,000	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>131,289</b>	<b>140,948</b>	<b>134,944</b>
<b>Revenue</b>			
Transfers to the Crown Entity	(5,935)	(5,935)	...
Sales of goods and services	47,911	49,948	48,989
Investment revenue	6,003	7,906	6,661
Retained taxes, fees and fines	578	900	591
Grants and contributions	13,237	17,695	53,183
Other revenue	38,184	29,892	39,594
<b>Total Revenue</b>	<b>99,978</b>	<b>100,406</b>	<b>149,018</b>
Gain/(loss) on disposal of non current assets	36,699	24,932	30,025
Other gains/(losses)	(4,886)	(4,886)	(5,398)
<b>Net Result</b>	<b>502</b>	<b>(20,496)</b>	<b>38,701</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	128,194	99,275	150,958
Receivables	17,907	15,477	16,008
Inventories	95	65	65
<b>Total Current Assets</b>	<b>146,196</b>	<b>114,817</b>	<b>167,031</b>
<b>Non Current Assets</b>			
Receivables	92,132	92,132	85,351
Property, plant and equipment -			
Land and building	1,099,339	1,156,635	1,156,963
Plant and equipment	56,609	59,075	65,982
Infrastructure systems	371,474	379,413	385,676
Other	402,194	393,830	431,071
<b>Total Non Current Assets</b>	<b>2,021,748</b>	<b>2,081,085</b>	<b>2,125,043</b>
<b>Total Assets</b>	<b>2,167,944</b>	<b>2,195,902</b>	<b>2,292,074</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,756	6,599	6,599
Provisions	2,670	3,547	3,547
Other	10,250	11,779	11,661
<b>Total Current Liabilities</b>	<b>18,676</b>	<b>21,925</b>	<b>21,807</b>
<b>Non Current Liabilities</b>			
Other	1,692	1,728	1,707
<b>Total Non Current Liabilities</b>	<b>1,692</b>	<b>1,728</b>	<b>1,707</b>
<b>Total Liabilities</b>	<b>20,368</b>	<b>23,653</b>	<b>23,514</b>
<b>Net Assets</b>	<b>2,147,576</b>	<b>2,172,249</b>	<b>2,268,560</b>
<b>Equity</b>			
Reserves	910,894	959,415	1,017,025
Accumulated funds	1,236,682	1,212,834	1,251,535
<b>Total Equity</b>	<b>2,147,576</b>	<b>2,172,249</b>	<b>2,268,560</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	...	10,000	...
Other	87,370	83,125	86,679
<b>Total Payments</b>	<b>87,370</b>	<b>93,125</b>	<b>86,679</b>
<b>Receipts</b>			
Transfers to the Crown Entity	(5,935)	(5,935)	...
Sale of goods and services	47,911	49,948	48,989
Interest received	5,986	8,423	6,110
Grants and contributions	81	81	28,988
Other	19,324	16,453	26,569
<b>Total Receipts</b>	<b>67,367</b>	<b>68,970</b>	<b>110,656</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(20,003)</b>	<b>(24,155)</b>	<b>23,977</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	56,050	27,400	52,800
Purchases of property, plant and equipment	(23,889)	(26,489)	(25,094)
<b>Net Cash Flows From Investing Activities</b>	<b>32,161</b>	<b>911</b>	<b>27,706</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>12,158</b>	<b>(23,244)</b>	<b>51,683</b>
Opening Cash and Cash Equivalents	116,036	122,519	99,275
<b>Closing Cash and Cash Equivalents</b>	<b>128,194</b>	<b>99,275</b>	<b>150,958</b>
<b>Cash Flow Reconciliation</b>			
Net result	502	(20,496)	38,701
Non cash items added back	18,167	20,895	15,971
Change in operating assets and liabilities	(38,672)	(24,554)	(30,695)
<b>Net Cash Flows From Operating Activities</b>	<b>(20,003)</b>	<b>(24,155)</b>	<b>23,977</b>



# Barangaroo Delivery Authority

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	10,359	10,814	11,714
Other operating expenses	20,488	23,923	29,748
Depreciation and amortisation	100	6,239	6,391
Grants and subsidies	...	1,467	...
Finance costs	26,499	20,039	37,524
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>57,446</b>	<b>62,482</b>	<b>85,377</b>
<b>Revenue</b>			
Investment revenue	14,178	16,083	24,580
Grants and contributions	21,388	6,211	32,205
Other revenue	391	5,562	3,644
<b>Total Revenue</b>	<b>35,957</b>	<b>27,856</b>	<b>60,429</b>
Gain/(loss) on disposal of non current assets	...	(66)	...
<b>Net Result</b>	<b>(21,489)</b>	<b>(34,692)</b>	<b>(24,948)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2	202	202
Receivables	89,469	89,469	9,351
Assets held for sale	10,394	36,333	7,448
<b>Total Current Assets</b>	<b>99,865</b>	<b>126,004</b>	<b>17,001</b>
<b>Non Current Assets</b>			
Receivables	285,235	253,621	433,268
Property, plant and equipment -			
Land and building	437,639	247,086	265,771
Plant and equipment	267	4,258	11,363
Infrastructure systems	...	290,416	284,170
<b>Total Non Current Assets</b>	<b>723,141</b>	<b>795,381</b>	<b>994,572</b>
<b>Total Assets</b>	<b>823,006</b>	<b>921,385</b>	<b>1,011,573</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	15,563	15,563	15,562
Borrowings at amortised cost	102,724	104,000	54,404
Provisions	9,161	23,341	77,922
Other	...	16,528	16,528
<b>Total Current Liabilities</b>	<b>127,448</b>	<b>159,432</b>	<b>164,416</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	464,930	462,093	670,533
Provisions	189,001	189,001	64,580
<b>Total Non Current Liabilities</b>	<b>653,931</b>	<b>651,094</b>	<b>735,113</b>
<b>Total Liabilities</b>	<b>781,379</b>	<b>810,526</b>	<b>899,529</b>
<b>Net Assets</b>	<b>41,627</b>	<b>110,859</b>	<b>112,044</b>
<b>Equity</b>			
Reserves	...	62,600	88,733
Accumulated funds	41,627	48,259	23,311
<b>Total Equity</b>	<b>41,627</b>	<b>110,859</b>	<b>112,044</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	10,073	10,380	11,461
Grants and subsidies	...	1,467	...
Finance costs	26,499	17,472	34,588
Other	73,488	129,580	112,778
<b>Total Payments</b>	<b>110,060</b>	<b>158,899</b>	<b>158,827</b>
<b>Receipts</b>			
Interest received	14,178	16,083	24,580
Other	31,779	39,730	45,849
<b>Total Receipts</b>	<b>45,957</b>	<b>55,813</b>	<b>70,429</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(64,103)</b>	<b>(103,086)</b>	<b>(88,398)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	62,614	23,049	36,333
Purchases of property, plant and equipment	(10,500)	(27,544)	(7,250)
Advances made	(87,417)	(33,542)	(99,529)
<b>Net Cash Flows From Investing Activities</b>	<b>(35,303)</b>	<b>(38,037)</b>	<b>(70,446)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	160,091	161,726	262,844
Repayment of borrowings and advances	(60,685)	(60,685)	(104,000)
<b>Net Cash Flows From Financing Activities</b>	<b>99,406</b>	<b>101,041</b>	<b>158,844</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>(40,082)</b>	<b>...</b>
Opening Cash and Cash Equivalents	2	40,284	202
<b>Closing Cash and Cash Equivalents</b>	<b>2</b>	<b>202</b>	<b>202</b>
<b>Cash Flow Reconciliation</b>			
Net result	(21,489)	(34,692)	(24,948)
Non cash items added back	100	6,239	6,391
Change in operating assets and liabilities	(42,714)	(74,633)	(69,841)
<b>Net Cash Flows From Operating Activities</b>	<b>(64,103)</b>	<b>(103,086)</b>	<b>(88,398)</b>

# Destination NSW

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	18,990	18,990	20,295
Other operating expenses	10,627	10,406	11,510
Depreciation and amortisation	1,759	1,901	1,946
Grants and subsidies	14,900	4,450	12,700
Other expenses	129,794	126,549	128,721
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>176,070</b>	<b>162,296</b>	<b>175,172</b>
<b>Revenue</b>			
Investment revenue	750	5	...
Grants and contributions	165,145	152,745	161,676
Acceptance by Crown Entity of employee benefits and other liabilities	325	325	325
<b>Total Revenue</b>	<b>166,220</b>	<b>153,075</b>	<b>162,001</b>
Gain/(loss) on disposal of non current assets	...	(79)	...
<b>Net Result</b>	<b>(9,850)</b>	<b>(9,300)</b>	<b>(13,171)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	13,765	21,149	9,934
Receivables	4,317	5,480	5,310
<b>Total Current Assets</b>	<b>18,082</b>	<b>26,629</b>	<b>15,244</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	2,142	2,046	1,330
Infrastructure systems	2,357	2,678	1,608
Intangibles	...	111	111
<b>Total Non Current Assets</b>	<b>4,499</b>	<b>4,835</b>	<b>3,049</b>
<b>Total Assets</b>	<b>22,581</b>	<b>31,464</b>	<b>18,293</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	12,768	21,272	21,272
Provisions	3,009	2,805	2,805
<b>Total Current Liabilities</b>	<b>15,777</b>	<b>24,077</b>	<b>24,077</b>
<b>Non Current Liabilities</b>			
Provisions	892	919	919
<b>Total Non Current Liabilities</b>	<b>892</b>	<b>919</b>	<b>919</b>
<b>Total Liabilities</b>	<b>16,669</b>	<b>24,996</b>	<b>24,996</b>
<b>Net Assets</b>	<b>5,912</b>	<b>6,468</b>	<b>(6,703)</b>
<b>Equity</b>			
Accumulated funds	5,912	6,468	(6,703)
<b>Total Equity</b>	<b>5,912</b>	<b>6,468</b>	<b>(6,703)</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	18,665	18,665	19,970
Grants and subsidies	14,900	4,450	12,700
Other	145,921	142,955	145,731
<b>Total Payments</b>	<b>179,486</b>	<b>166,070</b>	<b>178,401</b>
<b>Receipts</b>			
Interest received	750	5	...
Grants and contributions	160,145	147,745	156,176
Other	10,670	11,170	11,170
<b>Total Receipts</b>	<b>171,565</b>	<b>158,920</b>	<b>167,346</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(7,921)</b>	<b>(7,150)</b>	<b>(11,055)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(60)	(60)	(60)
Other	(100)	(100)	(100)
<b>Net Cash Flows From Investing Activities</b>	<b>(160)</b>	<b>(160)</b>	<b>(160)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(8,081)</b>	<b>(7,310)</b>	<b>(11,215)</b>
Opening Cash and Cash Equivalents	21,846	28,459	21,149
<b>Closing Cash and Cash Equivalents</b>	<b>13,765</b>	<b>21,149</b>	<b>9,934</b>
<b>Cash Flow Reconciliation</b>			
Net result	(9,850)	(9,300)	(13,171)
Non cash items added back	1,759	1,901	1,946
Change in operating assets and liabilities	170	249	170
<b>Net Cash Flows From Operating Activities</b>	<b>(7,921)</b>	<b>(7,150)</b>	<b>(11,055)</b>

## Introduction

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The Audit Office of New South Wales audits government activity and prepares reports on behalf of the Auditor General. It reports to the Parliament of New South Wales and helps to hold the Government accountable for its use of community resources and legal powers.

The Office is funded through services charged back to agencies. It also receives funding for special-purpose and performance audits.

The Audit Office of New South Wales, a statutory authority, operates under the *Public Finance and Audit Act 1983*.

## Services

The Audit Office's key services are:

- auditing Government agencies' financial statements
- auditing Government agencies' performance
- providing Auditor General's reports to Parliament
- investigating claims about the misuse of public money.

## 2016-17 Budget Highlights

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In 2016-17, the Audit Office will spend \$47 million (\$45 million recurrent and \$2.0 million capital) on undertaking financial, performance and compliance audits of government agencies and reporting the results to parliament.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	33,424	31,880	33,560
Other operating expenses	8,777	9,641	10,158
Depreciation and amortisation	1,761	1,727	1,239
Finance costs	19	19	19
Other expenses	141	141	160
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>44,122</b>	<b>43,408</b>	<b>45,136</b>
<b>Revenue</b>			
Sales of goods and services	44,540	43,942	46,216
Investment revenue	150	150	150
Other revenue	206	390	206
<b>Total Revenue</b>	<b>44,896</b>	<b>44,482</b>	<b>46,572</b>
<b>Net Result</b>	<b>774</b>	<b>1,074</b>	<b>1,436</b>



## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	6,321	10,432	11,137
Receivables	5,447	4,885	4,885
Other	7,933	6,954	6,954
<b>Total Current Assets</b>	<b>19,701</b>	<b>22,271</b>	<b>22,976</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	135	52	...
Plant and equipment	948	636	1,210
Intangibles	5,760	3,606	3,815
Other	357	529	529
<b>Total Non Current Assets</b>	<b>7,200</b>	<b>4,823</b>	<b>5,554</b>
<b>Total Assets</b>	<b>26,901</b>	<b>27,094</b>	<b>28,530</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,336	2,380	2,383
Provisions	9,487	8,789	8,826
Other	37	37	...
<b>Total Current Liabilities</b>	<b>11,860</b>	<b>11,206</b>	<b>11,209</b>
<b>Non Current Liabilities</b>			
Provisions	35,922	41,507	41,507
Other	40	3	...
<b>Total Non Current Liabilities</b>	<b>35,962</b>	<b>41,510</b>	<b>41,507</b>
<b>Total Liabilities</b>	<b>47,822</b>	<b>52,716</b>	<b>52,716</b>
<b>Net Assets</b>	<b>(20,921)</b>	<b>(25,622)</b>	<b>(24,186)</b>
<b>Equity</b>			
Accumulated funds	(20,921)	(25,622)	(24,186)
<b>Total Equity</b>	<b>(20,921)</b>	<b>(25,622)</b>	<b>(24,186)</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	33,424	31,875	33,528
Other	8,937	9,806	10,369
<b>Total Payments</b>	<b>42,361</b>	<b>41,681</b>	<b>43,897</b>
<b>Receipts</b>			
Sale of goods and services	44,540	43,942	46,216
Interest received	150	150	150
Other	206	390	206
<b>Total Receipts</b>	<b>44,896</b>	<b>44,482</b>	<b>46,572</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,535</b>	<b>2,801</b>	<b>2,675</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(540)	(540)	(970)
Other	(1,700)	(700)	(1,000)
<b>Net Cash Flows From Investing Activities</b>	<b>(2,240)</b>	<b>(1,240)</b>	<b>(1,970)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>295</b>	<b>1,561</b>	<b>705</b>
Opening Cash and Cash Equivalents	6,026	8,871	10,432
<b>Closing Cash and Cash Equivalents</b>	<b>6,321</b>	<b>10,432</b>	<b>11,137</b>
<b>Cash Flow Reconciliation</b>			
Net result	774	1,074	1,436
Non cash items added back	1,761	1,727	1,239
<b>Net Cash Flows From Operating Activities</b>	<b>2,535</b>	<b>2,801</b>	<b>2,675</b>

## Introduction

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The Independent Commission Against Corruption (ICAC) promotes and improves integrity in the public sector. It has special powers to investigate, expose and minimise corruption. The ICAC operates under the *Independent Commission Against Corruption Act 1988* as amended in September 2015.

## Services

The Commission's key service involves investigating corruption complaints, preventing corrupt conduct where possible and promoting the integrity and good repute of public administration.

## 2016-17 Budget Highlights

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In 2016-17, ICAC will spend \$24.2 million (\$23.6 million recurrent and \$680,000 capital) on investigating corruption complaints, preventing corruption and educating the public sector to promote awareness. This includes \$280,000 carried forward from 2015-16 to replace its management of cases, complaints and assessment software.

## Service Group Statements

### Corruption Investigation, Prevention and Education

**Service description:** This service group covers assessing and dealing with complaints about corrupt conduct, investigating, exposing and preventing corruption and educating the public sector and community about corruption and its detrimental effects.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Average days to deal with complaints	no.	28	24	55	30	42
Investigations completed within 16 months <sup>(a)</sup>	%	71	73	80	70	80
Engagements (training and presentations) delivered	no.	177	194	100	160	100
Number of publications and reports released	no.	15	8	13	6	11
<b>Employees:</b>	FTE	126	122	114	119	109
				—————2015-16—————		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(b)</sup>				24,238	24,381	23,555
Total expenses include the following:						
Employee related				17,021	16,287	16,694
Other operating expenses				4,422	5,449	4,066
Capital Expenditure				1,180	700	680

(a) The time frame for this service measure has been increased from 12 to 16 months to take into account time taken to undertake preliminary investigations which was previously excluded.

(b) Over the last four years, total expenses have included an average of \$2.2 million of within-year additional contributions (including for special investigations) from the Premier and Cabinet cluster. The 2016-17 Budget includes \$529,000 in additional contributions from the cluster. Any additional funding requirement will be assessed during the 2016-17 financial year.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	17,021	16,287	16,694
Other operating expenses	4,422	5,449	4,066
Depreciation and amortisation	2,795	2,645	2,795
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>24,238</b>	<b>24,381</b>	<b>23,555</b>
<b>Revenue</b>			
Appropriation	20,818	20,338	21,213
Sales of goods and services	375	367	92
Grants and contributions	840	1,327	529
Acceptance by Crown Entity of employee benefits and other liabilities	503	416	363
Other revenue	25	15	25
<b>Total Revenue</b>	<b>22,561</b>	<b>22,463</b>	<b>22,222</b>
<b>Net Result</b>	<b>(1,677)</b>	<b>(1,918)</b>	<b>(1,333)</b>

## Balance Sheet

	2015-16		2016-17 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	560	543	543
Receivables	210	475	780
<b>Total Current Assets</b>	<b>770</b>	<b>1,018</b>	<b>1,323</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	4,155	4,283	3,308
Plant and equipment	2,085	1,749	1,124
Intangibles	2,417	2,436	1,921
<b>Total Non Current Assets</b>	<b>8,657</b>	<b>8,468</b>	<b>6,353</b>
<b>Total Assets</b>	<b>9,427</b>	<b>9,486</b>	<b>7,676</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	490	597	571
Provisions	2,667	1,882	1,487
<b>Total Current Liabilities</b>	<b>3,157</b>	<b>2,479</b>	<b>2,058</b>
<b>Non Current Liabilities</b>			
Provisions	2,254	2,665	2,609
<b>Total Non Current Liabilities</b>	<b>2,254</b>	<b>2,665</b>	<b>2,609</b>
<b>Total Liabilities</b>	<b>5,411</b>	<b>5,144</b>	<b>4,667</b>
<b>Net Assets</b>	<b>4,016</b>	<b>4,342</b>	<b>3,009</b>
<b>Equity</b>			
Accumulated funds	4,016	4,342	3,009
<b>Total Equity</b>	<b>4,016</b>	<b>4,342</b>	<b>3,009</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	17,068	16,564	16,726
Other	5,253	6,657	4,675
<b>Total Payments</b>	<b>22,321</b>	<b>23,221</b>	<b>21,401</b>
<b>Receipts</b>			
Appropriation	20,818	20,338	21,213
Sale of goods and services	375	367	92
Interest received	...	24	...
Grants and contributions	840	1,327	529
Other	919	768	247
<b>Total Receipts</b>	<b>22,952</b>	<b>22,824</b>	<b>22,081</b>
<b>Net Cash Flows From Operating Activities</b>	<b>631</b>	<b>(397)</b>	<b>680</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(552)	(462)	(200)
Other	(628)	(238)	(480)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,180)</b>	<b>(700)</b>	<b>(680)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(549)</b>	<b>(1,097)</b>	<b>...</b>
Opening Cash and Cash Equivalents	1,109	1,640	543
<b>Closing Cash and Cash Equivalents</b>	<b>560</b>	<b>543</b>	<b>543</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,677)	(1,918)	(1,333)
Non cash items added back	2,795	2,645	2,795
Change in operating assets and liabilities	(487)	(1,124)	(782)
<b>Net Cash Flows From Operating Activities</b>	<b>631</b>	<b>(397)</b>	<b>680</b>

## Introduction

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The Independent Pricing and Regulatory Tribunal (IPART) is the independent economic regulator for water, public transport, local government and retail energy industries, as well as the licence administrator of water, electricity and gas and the scheme administrator and regulator for the Energy Savings Scheme. IPART also undertakes reviews and investigations into a wide range of economic and policy issues and performs a number of other roles at the NSW Government's request.

IPART operates under the *Independent Pricing and Regulatory Tribunal Act 1992*.

## Services

IPART provides independent regulatory decisions and advice to protect and promote the ongoing interest of the consumers, tax payers and citizens of New South Wales.

## 2016-17 Budget Highlights

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In 2016-17, IPART will spend \$34 million (\$33 million recurrent and \$1.4 million capital) on price setting for water, public transport and local government; regulating access to water and waste water to encourage competition and re-use; conducting special reviews at the Government's request on issues such as pricing, efficiency, industry structure and competition; administering the Energy Savings Scheme and registering agreements for access to public infrastructure assets and arbitrate disputes on such matters.

In addition, IPART's newly funded initiatives will include:

- \$3.0 million for regulating the safety and reliability of network operators
- \$1.3 million for implementing the *Water Industry Competition Amendment (Review) Act 2014*
- \$1.1 million for regulating rural water charges for WaterNSW.



## Service Group Statements

### Utilities Pricing, Regulation and Analysis and Policy Work

**Service description:** This service group provides independent regulatory decisions and advice to protect and promote the ongoing interest of the consumers, tax payers and citizens of New South Wales.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Perceived professionalism of staff <sup>(a)</sup>	%	N/A	97	93	N/A	97
Special review reports submitted to Ministers	no.	6	6	9	7	7
Energy Savings certificates registered	mill	2.89	3.02	2.65	2.76	3.13
<b>Employees:</b> <sup>(b)</sup>	FTE	122	114	133	130	137

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000

#### Financial indicators:

Total Expenses Excluding Losses	28,499	34,707	32,470
Total expenses include the following:			
Employee related	19,414	22,750	21,831
Other operating expenses	8,081	10,953	9,717

Capital Expenditure	580	200	1,390
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(a) The stakeholder survey is conducted every two years.

(b) Increased staff numbers are to support the growth of the Energy Savings Scheme and the newly funded initiative, Regulating the Safety and Reliability of Network Operators.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	19,414	22,750	21,831
Other operating expenses	8,081	10,953	9,717
Depreciation and amortisation	1,004	1,004	922
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>28,499</b>	<b>34,707</b>	<b>32,470</b>
<b>Revenue</b>			
Appropriation	17,280	17,578	30,297
Sales of goods and services	1,249	4,226	1,277
Grants and contributions	...	3,507	...
Acceptance by Crown Entity of employee benefits and other liabilities	365	675	374
<b>Total Revenue</b>	<b>18,894</b>	<b>25,986</b>	<b>31,948</b>
<b>Net Result</b>	<b>(9,605)</b>	<b>(8,721)</b>	<b>(522)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	737	1,881	891
Receivables	996	180	180
<b>Total Current Assets</b>	<b>1,733</b>	<b>2,061</b>	<b>1,071</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	3,662	3,429	3,067
Intangibles	...	...	830
<b>Total Non Current Assets</b>	<b>3,662</b>	<b>3,429</b>	<b>3,897</b>
<b>Total Assets</b>	<b>5,395</b>	<b>5,490</b>	<b>4,968</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,778	1,064	1,064
Provisions	1,817	1,904	1,904
Other	519	61	61
<b>Total Current Liabilities</b>	<b>4,114</b>	<b>3,029</b>	<b>3,029</b>
<b>Non Current Liabilities</b>			
Provisions	589	831	831
<b>Total Non Current Liabilities</b>	<b>589</b>	<b>831</b>	<b>831</b>
<b>Total Liabilities</b>	<b>4,703</b>	<b>3,860</b>	<b>3,860</b>
<b>Net Assets</b>	<b>692</b>	<b>1,630</b>	<b>1,108</b>
<b>Equity</b>			
Accumulated funds	692	1,630	1,108
<b>Total Equity</b>	<b>692</b>	<b>1,630</b>	<b>1,108</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	19,348	22,374	21,457
Other	9,302	12,174	10,938
<b>Total Payments</b>	<b>28,650</b>	<b>34,548</b>	<b>32,395</b>
<b>Receipts</b>			
Appropriation	17,280	17,578	30,297
Sale of goods and services	1,249	4,226	1,277
Grants and contributions	...	3,507	...
Other	1,221	1,221	1,221
<b>Total Receipts</b>	<b>19,750</b>	<b>26,532</b>	<b>32,795</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(8,900)</b>	<b>(8,016)</b>	<b>400</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(580)	(200)	(560)
Other	...	...	(830)
<b>Net Cash Flows From Investing Activities</b>	<b>(580)</b>	<b>(200)</b>	<b>(1,390)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(9,480)</b>	<b>(8,216)</b>	<b>(990)</b>
Opening Cash and Cash Equivalents	10,217	10,097	1,881
<b>Closing Cash and Cash Equivalents</b>	<b>737</b>	<b>1,881</b>	<b>891</b>
<b>Cash Flow Reconciliation</b>			
Net result	(9,605)	(8,721)	(522)
Non cash items added back	1,004	1,004	922
Change in operating assets and liabilities	(299)	(299)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(8,900)</b>	<b>(8,016)</b>	<b>400</b>

## Introduction

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The New South Wales Electoral Commission manages the electoral roll, elections and referendums. Its work includes:

- running elections for the State, local government, trade unions, statutory boards and registered clubs
- delivering automated electronic enrolments to the electoral roll
- maintaining the lobbyist register and enforcing minimum standards for the registration of lobbyists
- registering political parties and other electoral participants
- regulating compliance with political donations and disclosure laws
- administering the provision of public funding to registered political parties and other electoral participants.

The Commission operates under the *Parliamentary Electorates and Elections Act 1912*.

## Services

The Commission's key service involves conducting and managing elections, including reporting on electoral spending and advising different groups on their rights and responsibilities.

## 2016-17 Budget Highlights

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In 2016-17, the Commission will spend \$101 million (\$95 million recurrent and \$5.8 million capital) on initiatives including:

- \$40.6 million to conduct the Local Government Elections
- \$1.5 million capital to build a system to manage Universal Postal Voting for Local Government councils that prefer this method of voting
- \$1.4 million for the finalisation of a three year project totalling \$5.7 million capital investment to develop a Roll Management System replacing the reliance and the cost of the electoral roll sourced from the Australian Electoral Commission
- \$883,000 capital to build a 'Countback' system to provide an option instead of attendance voting at Local Government by-elections.

## Service Group Statements

### Conduct and Management of Elections

**Service description:** This service group covers the delivery of elections and related services.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Parliamentary general and by-elections conducted	no.	1	3	2	0	2
Local Government ordinary election and by-elections conducted	no.	8	11	1	3	6
Registered club elections conducted	no.	13	10	13	6	11
Statutory board and industrial ballots conducted	no.	18	13	16	18	10
<b>Employees:</b>	FTE	63	79	99	87	93
				2015-16		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				69,555	64,128	95,274
Total expenses include the following:						
Employee related				15,016	15,521	16,184
Other operating expenses				8,326	5,856	8,060
Other expenses <sup>(a)</sup>				39,280	35,813	65,336
Capital Expenditure				8,234	3,908	5,831

(a) The increase in 2016-17 expenditure is due to Local Government elections.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	15,016	15,521	16,184
Other operating expenses	8,326	5,856	8,060
Depreciation and amortisation	6,933	6,938	5,694
Other expenses	39,280	35,813	65,336
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>69,555</b>	<b>64,128</b>	<b>95,274</b>
<b>Revenue</b>			
Appropriation	68,291	58,028	91,174
Transfers to the Crown Entity	(8,600)	(3,600)	(26,000)
Sales of goods and services	1,251	1,251	2,826
Grants and contributions	...	505	...
Acceptance by Crown Entity of employee benefits and other liabilities	465	465	476
Other revenue	8,600	3,600	26,151
<b>Total Revenue</b>	<b>70,007</b>	<b>60,249</b>	<b>94,627</b>
<b>Net Result</b>	<b>452</b>	<b>(3,879)</b>	<b>(647)</b>

## Balance Sheet

	2015-16		2016-17 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,684	3,011	1,938
Receivables	4,466	3,084	3,373
Inventories	121	134	134
Other	...	73	73
<b>Total Current Assets</b>	<b>7,271</b>	<b>6,302</b>	<b>5,518</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	7,525	3,062	1,964
Intangibles	7,580	8,257	9,492
<b>Total Non Current Assets</b>	<b>15,105</b>	<b>11,319</b>	<b>11,456</b>
<b>Total Assets</b>	<b>22,376</b>	<b>17,621</b>	<b>16,974</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,168	2,599	2,599
Provisions	1,219	1,485	1,485
Other	8	31	31
<b>Total Current Liabilities</b>	<b>3,395</b>	<b>4,115</b>	<b>4,115</b>
<b>Non Current Liabilities</b>			
Other	489	535	535
<b>Total Non Current Liabilities</b>	<b>489</b>	<b>535</b>	<b>535</b>
<b>Total Liabilities</b>	<b>3,884</b>	<b>4,650</b>	<b>4,650</b>
<b>Net Assets</b>	<b>18,492</b>	<b>12,971</b>	<b>12,324</b>
<b>Equity</b>			
Accumulated funds	18,492	12,971	12,324
<b>Total Equity</b>	<b>18,492</b>	<b>12,971</b>	<b>12,324</b>



## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	14,779	15,284	15,708
Other	54,161	48,195	79,164
<b>Total Payments</b>	<b>68,940</b>	<b>63,479</b>	<b>94,872</b>
<b>Receipts</b>			
Appropriation	68,291	58,028	91,174
Sale of goods and services	803	774	3,305
Grants and contributions	...	505	...
Cash transfers to the Crown Entity	(8,600)	(4,194)	(26,000)
Other	13,600	8,600	31,151
<b>Total Receipts</b>	<b>74,094</b>	<b>63,713</b>	<b>99,630</b>
<b>Net Cash Flows From Operating Activities</b>	<b>5,154</b>	<b>234</b>	<b>4,758</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(2,769)	(1,703)	(100)
Other	(5,465)	(2,205)	(5,731)
<b>Net Cash Flows From Investing Activities</b>	<b>(8,234)</b>	<b>(3,908)</b>	<b>(5,831)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(3,080)</b>	<b>(3,674)</b>	<b>(1,073)</b>
Opening Cash and Cash Equivalents	5,764	6,685	3,011
<b>Closing Cash and Cash Equivalents</b>	<b>2,684</b>	<b>3,011</b>	<b>1,938</b>
<b>Cash Flow Reconciliation</b>			
Net result	452	(3,879)	(647)
Non cash items added back	6,933	6,933	5,694
Change in operating assets and liabilities	(2,231)	(2,820)	(289)
<b>Net Cash Flows From Operating Activities</b>	<b>5,154</b>	<b>234</b>	<b>4,758</b>

## Introduction

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The Ombudsman is an independent review body. It aims to ensure public and private sector bodies within its jurisdiction fulfil their functions properly. The Ombudsman is accountable to the public through the Parliament of New South Wales.

The Office operates under a range of legislation, including the *Ombudsman Act 1974*, the *Community Services (Complaints, Reviews and Monitoring) Act 1993* and the *Police Service Act 1990*.

## Services

The Office's key service involves investigating, resolving, overseeing and scrutinising complaints and notifications.

## 2016-17 Budget Highlights

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In 2016-17, the Ombudsman's Office will spend \$37 million (\$34 million recurrent and \$2.7 million capital) on complaint handling, overseeing investigations and reviewing the delivery of Government services. Key initiatives include:

- \$2.8 million in continued grant funding for the disability reportable incidents role and the disability rights project
- continuing funding of \$1.1 million to support the Ombudsman's employment related child protection function
- \$450,000 in new funding to support complaint and notification workload increases
- finalising the Operation Prospect investigation.

## Service Group Statements

### Complaint Resolution, Investigation, Oversight and Scrutiny

**Service description:** This service group covers the independent resolution, investigation or oversight of complaints and notifications made by the public about agencies within the jurisdiction of the Ombudsman and the scrutiny of complaint handling and other systems of those agencies.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Written complaints and notifications about public sector and certain non-government agencies	no.	9,505	11,109	10,500	11,300	11,500
Telephone complaints/inquiries received	no.	29,720	29,197	28,500	29,800	30,500
Time spent on visiting services by Community Visitors	hours	8,262	8,671	11,500	9,000	10,000
Initial assessment of complaints within 10 days	%	97	95	80	80	80
Initial assessment of agency notifications within 10 days	%	86	81	81	80	80
<b>Employees:</b>	FTE	193	198	193	214	204
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				31,170	33,398	34,137
Total expenses include the following:						
Employee related				25,606	27,664	28,401
Other operating expenses				4,884	4,793	4,563
Capital Expenditure				1,300	319	2,668

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	25,606	27,664	28,401
Other operating expenses	4,884	4,793	4,563
Depreciation and amortisation	675	937	1,168
Finance costs	5	4	5
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>31,170</b>	<b>33,398</b>	<b>34,137</b>
<b>Revenue</b>			
Appropriation	27,382	24,370	31,050
Sales of goods and services	781	1,031	1,036
Investment revenue	...	1	...
Grants and contributions	1,939	6,167	1,399
Acceptance by Crown Entity of employee benefits and other liabilities	944	958	968
Other revenue	17	56	17
<b>Total Revenue</b>	<b>31,063</b>	<b>32,583</b>	<b>34,470</b>
Gain/(loss) on disposal of non current assets	...	(15)	...
Other gains/(losses)	...	(18)	...
<b>Net Result</b>	<b>(107)</b>	<b>(848)</b>	<b>333</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	740	950	681
Receivables	431	1,734	709
Other financial assets	6	6	...
<b>Total Current Assets</b>	<b>1,177</b>	<b>2,690</b>	<b>1,390</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	1,460	2,110	3,747
Intangibles	985	957	820
<b>Total Non Current Assets</b>	<b>2,445</b>	<b>3,067</b>	<b>4,567</b>
<b>Total Assets</b>	<b>3,622</b>	<b>5,757</b>	<b>5,957</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	276	276	577
Provisions	2,120	2,120	2,241
Other	17	2,796	2,203
<b>Total Current Liabilities</b>	<b>2,413</b>	<b>5,192</b>	<b>5,021</b>
<b>Non Current Liabilities</b>			
Provisions	624	624	662
<b>Total Non Current Liabilities</b>	<b>624</b>	<b>624</b>	<b>662</b>
<b>Total Liabilities</b>	<b>3,037</b>	<b>5,816</b>	<b>5,683</b>
<b>Net Assets</b>	<b>585</b>	<b>(59)</b>	<b>274</b>
<b>Equity</b>			
Accumulated funds	585	(59)	274
<b>Total Equity</b>	<b>585</b>	<b>(59)</b>	<b>274</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	25,415	27,783	27,096
Other	5,231	6,613	5,584
<b>Total Payments</b>	<b>30,646</b>	<b>34,396</b>	<b>32,680</b>
<b>Receipts</b>			
Appropriation	27,382	24,370	31,050
Sale of goods and services	781	1,031	1,036
Interest received	4	12	2
Grants and contributions	1,939	6,167	1,399
Other	579	2,988	1,586
<b>Total Receipts</b>	<b>30,685</b>	<b>34,568</b>	<b>35,073</b>
<b>Net Cash Flows From Operating Activities</b>	<b>39</b>	<b>172</b>	<b>2,393</b>
<b>Cash Flows From Investing Activities</b>			
Advance repayments received	...	1	6
Purchases of property, plant and equipment	(1,210)	(243)	(2,578)
Other	(90)	(76)	(90)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,300)</b>	<b>(318)</b>	<b>(2,662)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,261)</b>	<b>(146)</b>	<b>(269)</b>
Opening Cash and Cash Equivalents	2,001	1,096	950
<b>Closing Cash and Cash Equivalents</b>	<b>740</b>	<b>950</b>	<b>681</b>
<b>Cash Flow Reconciliation</b>			
Net result	(107)	(848)	333
Non cash items added back	675	955	1,168
Change in operating assets and liabilities	(529)	65	892
<b>Net Cash Flows From Operating Activities</b>	<b>39</b>	<b>172</b>	<b>2,393</b>

## Introduction

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The Public Service Commission aims to ensure the public sector workforce is properly equipped to deliver effective programs and services to the people of New South Wales. It leads the sector and advises the Government on workforce-related operational and policy issues. This is achieved through:

- developing and driving the implementation of standards and policies
- delivering key enabling programs
- analysing and providing information covering all aspects of workforce management in the public sector.

## Services

The Commission's key service is to improve government service delivery by enhancing public sector capability and addressing workforce issues.

## 2016-17 Budget Highlights

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In 2016-17, the Public Service Commission will spend \$38 million (\$38 million recurrent and \$255,000 capital) on enhancing public sector capability. The Public Service Commission's key initiatives will include:

- \$5.5 million to further develop the capabilities of our most senior leaders across the sector
- \$2.4 million for continuing the Human Capital Management System project (commenced 2013-14), which will improve agencies' ability to manage capability, performance, workforce planning, and learning and development
- \$240,000 to analyse and report on the results of the annual employee survey the *2017 People Matter Employee Survey*
- \$200,000 on Public Sector Reform to finalise the implementation of major reform initiatives associated with implementing the *Government Sector Employment Act 2013*.

## Service Group Statements

### Services and Capabilities Improvement

**Service description:** This service group covers the promotion and maintenance of the highest levels of integrity, impartiality, accountability, capability and leadership across the public sector through innovative human capital management policies and programs.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Employees:</b>	FTE	110	104	118	136	136
				2015-16 Budget \$000	2015-16 Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				33,613	37,503	37,923
Total expenses include the following:						
Employee related				16,997	16,838	17,117
Other operating expenses				15,039	19,100	19,348
Grants and subsidies				...	29	...
Capital Expenditure				425	425	255



## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	16,997	16,838	17,117
Other operating expenses	15,039	19,100	19,348
Depreciation and amortisation	1,577	1,536	1,458
Grants and subsidies	...	29	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>33,613</b>	<b>37,503</b>	<b>37,923</b>
<b>Revenue</b>			
Appropriation	26,920	20,593	30,290
Grants and contributions	...	6,685	2,791
Acceptance by Crown Entity of employee benefits and other liabilities	427	988	411
Other revenue	1,788	1,800	3,085
<b>Total Revenue</b>	<b>29,135</b>	<b>30,066</b>	<b>36,577</b>
<b>Net Result</b>	<b>(4,478)</b>	<b>(7,437)</b>	<b>(1,346)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	983	980	879
Receivables	1,250	637	637
<b>Total Current Assets</b>	<b>2,233</b>	<b>1,617</b>	<b>1,516</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	834	733	608
Intangibles	1,285	1,497	419
<b>Total Non Current Assets</b>	<b>2,119</b>	<b>2,230</b>	<b>1,027</b>
<b>Total Assets</b>	<b>4,352</b>	<b>3,847</b>	<b>2,543</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	895	1,384	1,444
Provisions	1,649	1,707	1,689
<b>Total Current Liabilities</b>	<b>2,544</b>	<b>3,091</b>	<b>3,133</b>
<b>Non Current Liabilities</b>			
Provisions	209	228	228
<b>Total Non Current Liabilities</b>	<b>209</b>	<b>228</b>	<b>228</b>
<b>Total Liabilities</b>	<b>2,753</b>	<b>3,319</b>	<b>3,361</b>
<b>Net Assets</b>	<b>1,599</b>	<b>528</b>	<b>(818)</b>
<b>Equity</b>			
Accumulated funds	1,599	528	(818)
<b>Total Equity</b>	<b>1,599</b>	<b>528</b>	<b>(818)</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	16,923	16,203	16,664
Grants and subsidies	...	29	...
Other	16,668	25,431	20,977
<b>Total Payments</b>	<b>33,591</b>	<b>41,663</b>	<b>37,641</b>
<b>Receipts</b>			
Appropriation	26,920	20,593	30,290
Grants and contributions	...	6,685	2,791
Other	3,417	8,131	4,714
<b>Total Receipts</b>	<b>30,337</b>	<b>35,409</b>	<b>37,795</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(3,254)</b>	<b>(6,254)</b>	<b>154</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(100)	(100)	(100)
Other	(325)	(325)	(155)
<b>Net Cash Flows From Investing Activities</b>	<b>(425)</b>	<b>(425)</b>	<b>(255)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(3,679)</b>	<b>(6,679)</b>	<b>(101)</b>
Opening Cash and Cash Equivalents	4,662	7,659	980
<b>Closing Cash and Cash Equivalents</b>	<b>983</b>	<b>980</b>	<b>879</b>
<b>Cash Flow Reconciliation</b>			
Net result	(4,478)	(7,437)	(1,346)
Non cash items added back	1,577	1,536	1,458
Change in operating assets and liabilities	(353)	(353)	42
<b>Net Cash Flows From Operating Activities</b>	<b>(3,254)</b>	<b>(6,254)</b>	<b>154</b>

## 10. TRANSPORT, ROADS AND MARITIME CLUSTER

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>Transport for NSW</b>						
Service Group						
Asset Maintenance .....	3,111.3	3,398.6 <sup>(a)</sup>	9.2	203.2	188.7	(7.1)
Services and Operations .....	4,584.9	4,487.9 <sup>(a)</sup>	(2.1)	226.1	134.5 <sup>(b)</sup>	(40.5)
Growth and Improvement .....	6,015.2	6,624.2	10.1	1,298.5	2,100.2 <sup>(c)</sup>	61.7
Cluster Grant Funding .....	2.4	2.3	(6.3)	...	...	...
<b>Total</b>	<b>13,713.8</b>	<b>14,513.0</b>	<b>5.8</b>	<b>1,727.8</b>	<b>2,423.4</b>	<b>40.3</b>
<b>Roads and Maritime Services</b>						
Service Group						
Asset Maintenance .....	937.0	913.5	(2.5)	553.1	616.7	11.5
Services and Operations .....	3,045.2	3,004.9	(1.3)	146.4	84.1	(42.6)
Growth and Improvement .....	118.1	67.2 <sup>(d)</sup>	(43.1)	3,924.9	4,238.2	8.0
<b>Total</b>	<b>4,100.2</b>	<b>3,985.5</b>	<b>(2.8)</b>	<b>4,624.4</b>	<b>4,938.9</b>	<b>6.8</b>
<b>Independent Transport Safety Regulator</b>						
Service Group						
Rail Safety Regulation .....	13.8	14.4	4.2	...	0.1	...
<b>Total</b>	<b>13.8</b>	<b>14.4</b>	<b>4.2</b>	<b>...</b>	<b>0.1</b>	<b>...</b>
<b>Office of Transport Safety Investigations</b>						
Service Group						
Investigation and Risk Mitigation Analysis .....	2.5	2.5	0.3	0.0	0.0	(9.1)
<b>Total</b>	<b>2.5</b>	<b>2.5</b>	<b>0.3</b>	<b>0.0</b>	<b>0.0</b>	<b>(9.1)</b>

(a) The 2016-17 Expenses for Asset Maintenance include employee expenditure on roads maintenance work, previously recorded in the Services and Operations service group.

(b) The 2015-16 Capital Expenditure includes IT systems capital expenditure which is nearing completion and declined over 2016-17.

(c) The 2016-17 Capital Expenditure for Growth and Investment has increased primarily due to expenditure for Sydney Metro City and Southwest and B-Line.

(d) The 2016-17 Expenses for Growth and Improvement have reduced due to reclassification of employee expenses from Expenses to Capital Expenditure.

## Introduction

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The Transport cluster is responsible for planning, infrastructure and service delivery across all modes of transport. It aids the movement of people and goods across New South Wales, grows the State economy and encourages increased use of public transport by providing a better customer experience.

The Transport cluster is the lead cluster delivering the Premier's and State Priorities to:

- maintain or improve reliability of public transport services over the next four years
- increase road travel reliability
- reduce road fatalities by at least 30 per cent from 2011 levels by 2021.

The cluster also supports the Premier's Priorities to deliver key infrastructure projects on time and on budget, create jobs and improve customer satisfaction with government services.

In 2016-17 the Transport cluster is continuing to deliver a number of major transport projects such as WestConnex, Sydney Metro, CBD and South East Light Rail and B-Line.

The Transport cluster's responsibilities include:

- delivering transport for people and freight in New South Wales, including public transport, roads and maritime services
- delivering major transport infrastructure projects
- consolidating planning for roads, rail, buses, light rail, ferries, taxis, rideshare services and waterways
- developing and overseeing policies and regulations
- managing freight
- investigating transport accidents and incidents
- overseeing the development and maintenance of the transport system to ensure it is safe, reliable, clean and efficient.

## Services

The cluster's key services are:

- delivering transport services to provide a seamless network for customers, including ticketing services and customer information
- building and maintaining roads, public transport networks and fleet assets
- ensuring the safety and security of transport customers, staff and the general public
- planning an integrated transport system to increase efficiency and reliability by considering anticipated future changes in land use and travel demand, ensuring adequate access to new growth areas and maintaining access across regional New South Wales
- providing accreditation, compliance and enforcement services
- investigating safety incidents to mitigate risks.

## 2016-17 Budget Highlights

In 2016-17, Transport for NSW's budget is \$16.9 billion including:

- \$8.7 billion to grow and enhance roads and public transport networks
- \$4.6 billion for services and operations
- \$3.6 billion for maintenance of road and public transport assets
- \$14.5 million for the Independent Transport Safety Regulator
- \$2.5 million for the Office of Transport Safety Investigations.

### Rail Services

Key initiatives in 2016-17 to support the State Priority to maintain or improve the reliability of public transport services include:

- \$1.4 billion to continue property acquisitions and begin early works for Sydney Metro City and Southwest, which includes the second harbour crossing
- \$1.3 billion to maintain Sydney Train's assets including turnout renewals, re-signalling works, control systems upgrade and Tangara technology upgrades
- \$1.3 billion for the Sydney Metro Northwest to continue with delivery of a new rapid transit service for North West Sydney
- \$407 million to plan, develop and deliver enhancements to increase and improve rail services, including more express services to Western Sydney
- \$130 million to commence procurement of new intercity trains
- \$100 million for Automatic Train Protection to improve current levels of safety across the electrified network in Sydney by preventing trains from over-speeding
- \$90 million to progress the implementation of the Rail Operations Centre
- \$44 million for Wynyard Walk, to improve pedestrian access from Wynyard Station to the western central business district and new Barangaroo precinct.

### Light Rail Services

Key initiatives in 2016-17 to support the State Priority to maintain or improve the reliability of public transport services include:

- \$142 million for Newcastle Light Rail to continue delivery to connect the Newcastle city centre to the foreshore and truncation of the heavy rail line at Wickham, including road enabling works
- \$71 million to continue with delivery of CBD and South East Light Rail that will run from Circular Quay along George Street to Moore Park, then on to Kingsford and Randwick, including \$17 million for enabling road works. This excludes the cost incurred by the private sector PPP partner, ALTRAC Light Rail
- \$64 million to progress planning for Parramatta Light Rail to improve public transport accessibility to and within Parramatta CBD, provide opportunities for urban renewal in Western Sydney and support Greater Parramatta as Sydney's second CBD
- \$20 million to operate the existing light rail services in central and inner western Sydney.

## Bus Services

Key initiatives in 2016-17 to support the State Priority to maintain or improve the reliability of public transport services include:

- \$1.4 billion for bus services throughout New South Wales, including rural and regional bus services, school services in country areas, and financing 218 buses to replace older vehicles and provide capacity for growth services
- \$234 million to plan and continue building infrastructure to support bus priority on key corridors, including \$210 million for B-Line.

## Ferry Services

Key initiatives in 2016-17 to support the State Priority to maintain or improve the reliability of public transport services include:

- \$30 million for replacement ferries
- \$17 million to construct a new dual-berth ferry wharf at Barangaroo precinct
- \$8.0 million for new growth ferries for Parramatta River services, as part of the election commitment to provide \$100 million for improvements along the Parramatta River including new ferry vessels, extra services and new and upgraded wharves.

## Point to Point Transport Services

The NSW Government is progressively introducing reforms to the taxi, hire car and rideshare industry, to provide more opportunities for industry, along with stronger safety mechanisms, better competition and choice for consumers.

Key initiatives commencing in 2016-17 include:

- Up to \$250 million for an industry adjustment package over 3 years commencing in 2016-17, including:
  - \$142 million for taxi licensees facing hardship as a result of the changes
  - \$98 million in 2016-17 for transition assistance of \$20,000 per perpetual licence, for up to 2 licences, for taxi licensees who obtained a licence before 1 July 2015, to help them adjust to a more competitive market
  - Up to \$10 million for a buy-back scheme for perpetual hire car licence owners.

This package will be funded by a temporary levy on all point to point transport providers, equivalent to \$1 per trip for up to five years. It will be up to service providers to decide whether or not they pass on this cost to their customers.

- \$15.5 million per annum to help ensure the continued provision of Wheelchair Accessible Taxis, including:
  - increasing the cap for Taxi Transport Subsidy Scheme payments, from \$30 per trip to \$60 per trip
  - increasing Wheelchair Accessible Taxi (WAT) driver incentive payments from \$7.70 (plus GST) to \$15 (plus GST)
  - an expanded interest-free loans scheme, with loans of up to \$100,000 available to cover the full cost of purchasing and converting a vehicle to a wheelchair accessible taxi
  - subsidies for a centralised WAT booking service, saving each Sydney WAT operator \$2,130 per vehicle, per year.

As part of the reforms, a new regulator will hold all point to point services to account. The new regulator will have significant powers to seek court-imposed prison time and fines of millions of dollars to ensure the industry is abiding by the rules and customer safety is protected. For the first time, this regulator will oversee the companies at the top of the value chain, not just the drivers.

## Transport Access Program

The Government will spend \$280 million in 2016-17 to improve access to the public transport network including:

- easy access upgrades at train stations and interchanges
- additional commuter car parking and interchange capacity across the transport network
- improving safety and security across the transport network
- upgrading commuter ferry wharves to promote easy access and improve customer facilities.

## Ticketing, Concessions and Community Transport

Key initiatives in 2016-17 include:

- \$560 million for public transport concessions including pensioners, seniors and people with disabilities
- \$84 million for community transport and Home and Community Care services to assist people with transport disadvantage.

## Roads and Maritime Infrastructure

Key initiatives in 2016-17 to support the State Priority to increase road travel reliability include:

- \$2.9 billion to continue the development and delivery of WestConnex, including \$657 million for planning and pre-construction
- \$1.5 billion to continue the Pacific Highway upgrade program, with the section between Nambucca Heads and Urunga to open later in 2016, construction underway on all remaining sections between Port Macquarie and Glenugie (near Grafton), progressive commencement on the final section between Glenugie and Ballina and continue planning for the future bypass of Coffs Harbour
- \$1.5 billion for maintenance of road and maritime assets, including bridge rebuilding, pavement rehabilitation, traffic facilities maintenance, drainage upgrades and wharf maintenance
- \$338 million for road upgrades to support Western Sydney Airport at Badgerys Creek, with construction continuing on Bringelly Road between Camden Valley Way and King Street, completion of the Werrington Arterial Road between the M4 Motorway and the Great Western Highway, and commencement of construction on the final stage of Bringelly Road and further sections of The Northern Road between Narellan and Penrith
- \$283 million towards construction of NorthConnex
- \$253 million from the Community Road Safety Fund to deliver the NSW Road Safety Strategy
- \$198 million for upgrades on the Princes Highway, including continued construction of the Foxground and Berry bypass, commencement of realignment works at Dignams Creek, preconstruction for the Berry to Bomaderry upgrade and ongoing planning and design for improvements between Picton Road and Bulli Tops and the bypass of Albion Park Rail
- \$195 million for Central Coast roads, which includes commencing construction of the M1 Pacific Motorway widening between Tuggerah and Doyalson and continuing intersection upgrades along Wyong Road. This figure also includes \$45 million for roads maintenance and repair and a range of minor upgrades
- \$160 million to continue upgrading the roads surrounding the new Northern Beaches Hospital at Frenchs Forest
- \$147 million for road upgrades to support population and economic growth in Western Sydney, including completing Richmond Road Stages 2 & 3, Old Wallgrove Road and the second stage of the Schofields Road upgrade, and continuing construction of the third and final stage of Schofields Road



- \$125 million to reduce congestion on Sydney roads by addressing critical pinch points, continue planning for the Smart Motorways program and deliver real time travel information systems and infrastructure on Sydney's motorways
- \$88 million to continue upgrading the Great Western Highway, including improvements at Hartley Valley and Forty Bends and completing the upgrade at Kelso
- \$79 million for major road upgrades in the Sydney Airport precinct, including the Wentworth Avenue extension, widening of Marsh Street and Joyce Drive to reduce congestion and improve the reliability of trips to and from the airport
- \$74 million for upgrades to Hunter roads including continuing construction of the Cormorant Road widening and new Tourle Street bridge, completing the upgrade of New England Highway intersections at Maitland, inviting tenders for the construction of the New England Highway bypass of Scone, continued planning for future bypasses of Singleton and Muswellbrook and planning for the Newcastle Inner City Bypass between Rankin Park and Jesmond
- \$56 million for major road upgrades in regional New South Wales, including commencing construction of the additional bridge over the Clarence River at Grafton and commencing implementation of the Golden Highway Safety and Productivity works
- \$48 million for cycling and pedestrian infrastructure, including the Nepean River Bridge
- \$46 million for upgrades on the Newell Highway, including realignment works at Grong Grong and Trewilga, planning and building overtaking lanes, heavy duty pavement upgrades, planning for a bypass of Parkes and improvements at Coonabarabran and Dubbo
- \$32 million to continue planning for future links on the Sydney Motorway Network including the Western Harbour Tunnel and Beaches Link, Gateway to the South – M1 Extension and Bells Line of Road – Castlereagh Connection
- \$32 million (as part of \$280 million for Transport Access Program) to complete planning and commence construction of Package 2 of the commuter wharf upgrades including upgrades at Chiswick, Milsons Point and McMahons Point
- \$31 million for the maintenance of Transport Management Centre assets, including routine repairs to on-site equipment and replacement of essential operational management systems
- \$28 million to continue construction of the Showground Road upgrade at Castle Hill
- \$21 million from the Waterways Fund to support delivery of 192 priority regional projects under the NSW Boating Now program, and to support delivery of boat trailer parking solutions, boat storage strategies in Lake Macquarie and Pittwater and developing a viable network of slipways along the NSW coast
- \$20 million to continue widening Alford's Point Road between Illawong and the Georges River
- \$20 million to continue the Guanna Hill upgrade on the Mitchell Highway between Orange and Molong
- \$17 million for initial works and planning to improve road access to the Sydney CBD, and support the delivery and operation of light rail in the city centre
- \$12 million to continue the upgrade and sealing of the Cobb and Silver City highways
- \$8.4 million to support both stages of the Bells Line of Road Corridor Improvement Program, including enhanced overtaking opportunities, safety works and road realignments
- \$6.3 million of upgrades on the Oxley Highway, including completing planning and commencing construction of a second road-over-rail bridge in Gunnedah and planning for a program of safety and realignment works along the corridor
- \$6.0 million to continue construction of a realignment on the Kings Highway, River Forest Road
- \$3.0 million for safety upgrades on the Riverina Highway between Sandy Creek and Bethanga Bridge.

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## Freight Infrastructure and Services

Key initiatives in 2016-17 include:

- \$208 million for the maintenance of Country Rail assets, including replacement of timber sleepers with modern long-life steel sleepers, resurfacing track and replacement of bridges and culverts
- \$111 million to support productivity and safety for road freight in regional New South Wales, including continuing the Bridges for the Bush program to upgrade and replace critical timber truss bridges and providing heavy duty pavement upgrades on the Hume Highway
- \$43 million for planning and delivery of rail infrastructure upgrades at key sites including enhancing capacity on key routes, and improving train loading rates for grain on the Country Rail Network
- \$14 million to progress upgrading Gocup Road to support increasing numbers of heavy vehicles carrying timber and general cargo to and from the forest products mills in the Tumut Valley
- \$5.0 million for the Freight Noise Action Plan to address and manage freight rail noise. The Plan includes actions to minimise rail freight noise at its source, and reduce noise impacts at existing hotspots across the rail network
- \$5.0 million for the Cargo Movement Coordination Centre, which will significantly improve efficiency and reliability of freight rail operations throughout New South Wales and increase rail mode share.

## Service Group Statements

### Asset Maintenance

**Service description:** The scope of activities within this service group include maintaining current fleet and infrastructure to applicable standards, replacing infrastructure to current standards at the end of its useful life (which is impacted by deterioration over time and consumption or use), and interventions made to improve cost efficiency and performance of assets in conjunction with the previously listed activities.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
% of fleet maintained by RailCorp available for service each day	%	91.20	91.30	90.00	91.00	91.00
Rail routine maintenance critical inspections compliance (monthly average) <sup>(a)</sup>	%	99.87	99.98	99.90	99.90	99.90
Intensity of pavement rebuilding <sup>(b)</sup>	%	1.60 <sup>(c)</sup>	1.53	1.10	1.10	1.15
Annual renewal ratio	%	56.00	50.00	50.00	49.00	49.00
<b>Employees:</b> <sup>(d)</sup>	FTE	18	15	18	22	22

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses	2,594,710	3,111,342	3,398,565
Total expenses include the following:			
Employee related <sup>(e)</sup>	4,423	369,143	406,057
Other operating expenses	139,835	279,572	296,465
Grants and subsidies	2,446,331	2,459,241	2,692,657
Other expenses	4,121	3,386	3,386

Capital Expenditure	255,801	203,164	188,728
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(a) The Forecast of 99.9 per cent represents the target for this measure. Sydney Trains aims to exceed this target value on an annual basis.

(b) Achievements through Roads and Maritime Services Capital Maintenance Program.

(c) The 2013-14 Actual has been adjusted to correct a reporting error.

(d) The employee numbers are for Transport for NSW staff only.

(e) The 2015-16 Revised and 2016-17 Budget include Roads and Maritime Services employee expenditure on road maintenance work, previously recorded in the Services and Operations service group.

## Services and Operations

**Service description:** This service group covers work performed in operating and utilising the transport network and fleet to provide the required services to customers. The scope of the activities in the service group includes deploying resources and utilising physical assets in the provision of front line customer services, deploying resources to influence demand and transport user behaviour, replacing fleet at the end of their useful life, work performed by external parties as part of a financing agreement (e.g. public-private partnerships, leases or grants), and shared corporate and employee services.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Suburban and rail revenue carriage kilometres <sup>(a)</sup>	mill	260.28	261.58	264.46	264.16	266.16
Metropolitan Bus in-service kilometres <sup>(b)</sup>	mill	179.31	183.85	187.19	186.25	188.68
Ferry revenue hours <sup>(c)</sup>	no.	79,193	79,572	80,425	79,950	80,750
Public transport customer satisfaction <sup>(d)</sup>	%	86.00	88.00	88.00	88.00	89.00
Licensed drivers and riders <sup>(e)</sup>	mill	5.69	5.81	5.87	5.91	6.03
Boating licenses <sup>(f)</sup>	mill	0.49	0.50	0.50	0.51	0.51
<b>Employees:</b> <sup>(g)</sup>	FTE	2,950	3,888	3,601	3,171	3,400
				2015-16 Budget \$000	2015-16 Revised \$000	2016-17 Budget \$000

### Financial indicators:

Total Expenses Excluding Losses				4,999,978	4,584,890	4,487,913
Total expenses include the following:						
Employee related <sup>(h)</sup>				1,632,930	1,181,434	1,170,897
Other operating expenses				260,722	262,224	266,675
Grants and subsidies <sup>(i)</sup>				2,725,165	1,642,280	1,521,246
Other expenses <sup>(i)</sup>				15,966	1,101,547	1,133,022

Capital Expenditure				66,697	226,103	134,494
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(a) Includes all Sydney Trains services and NSW TrainLink Intercity services. Reported results reflect timetabled revenue carriage kilometres.

(b) For 2015-16, actual revenue kilometres were used up until March 2016, and estimates of revenue kilometres for the remaining 3 months with adjustments made for additional services planned to commence during April, May and June. The original 2015-16 Forecast did not include provision for changes to bus routes through the CBD.

(c) The original 2015-16 Forecast made provision for Parramatta River service changes which have been delayed. These additional hours for Parramatta River service improvements have been allocated to the 2016-17 Forecast.

(d) Modal satisfaction results for trains, buses, ferries and light rail are weighted according to each mode's relative patronage to produce an overall satisfaction result. Actuals are the satisfaction level at the end of each financial year.

(e) A person may hold a rider licence class as well as a driver licence class.

(f) Figure represents the number of boat licence holders and personal watercraft licence holders.

(g) The employee numbers are for Transport for NSW staff only.

(h) The 2015-16 Revised and 2016-17 Budget exclude Roads and Maritime Services employee expenditure on road maintenance works, which are now recorded in the Asset Maintenance service group.

(i) Expenses relating to Private Bus Operator, State Transit Authority, and Harbour City Ferries contract payments have been moved from Grants and subsidies to Other expenses in line with the statutory accounts.

## Growth and Improvement

**Service description:** This service group covers work done to contribute to the expansion of the asset portfolio, specifically to meet changing or improved standards or enhanced system capability. The scope of activities within this service group includes investigations, feasibility studies and optioneering that may result in network improvement and expansion programs, initiatives to improve functionality on existing operational assets to meet new service and legislative requirements, and initiatives to expand the existing asset portfolio to increase the capacity of the transport system.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Major roadworks completed within 10 per cent of planned duration	%	99.54	85.00 <sup>(a)</sup>	90.00	90.00	90.00
Major roadworks completed within 10 per cent of the authorised cost	%	89.50	95.00 <sup>(b)</sup>	90.00	90.00	90.00
Bus lane length	km	160.30	162.50 <sup>(c)</sup>	n.a.	163.50	n.a. <sup>(d)</sup>
<b>Employees:</b> <sup>(e)</sup>	FTE	199	667	1,373	1,252	1,442
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				6,436,325	6,015,155	6,624,240
Total expenses include the following:						
Employee related				75,194	328,790	365,626
Other operating expenses				1,976,139	1,678,135	1,718,053
Grants and subsidies				4,379,326	4,003,575	4,535,903
Other expenses				5,666	4,655	4,658
<b>Capital Expenditure</b>				714,764	1,298,484	2,100,199

- (a) The lower than target result for 2014-15 is largely due to one project (the Great Western Highway, Woodford to Hazelbrook project) that was delayed due to the insolvency of the construction contractor. This project was resumed with a new contractor. If this project is excluded the result is over 99 per cent.
- (b) Two large projects were excluded from the analysis. The Pacific Highway, Sapphire to Woolgoolga project cost increased due to variations in scope and settlement of project claims. The Great Western Highway, Woodford to Hazelbrook project cost increased due to insolvency of the initial contractor appointed in 2010.
- (c) RMS was forecasting to deliver 165.5km of bus lane length in 2014-15. However, following the announcement of Sydney's Bus Future in December 2013, projects were reprioritised.
- (d) In line with Sydney's Bus Future, planning studies, including extensive consultation with stakeholders and engagement with councils, are being undertaken in identified priority corridors. Future priorities will be focused on localised improvements for identified priority corridors.
- (e) The employee numbers above are for Transport for NSW staff only. The increase in employee numbers from 2014-15 is due to the number of significant capital projects undertaken.

**Cluster Grant Funding**

**Service description:** This service group covers the provision of grant funding to agencies within the Transport cluster. This includes funding to the Office of Transport Safety Investigations.

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	2,437	2,417	2,265
Grants and subsidies			
Office of Transport Safety Investigations	2,437	2,417	2,265

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,712,547	1,879,367	1,942,580
Other operating expenses	2,376,696	2,219,931	2,281,193
Depreciation and amortisation	267,305	310,808	306,212
Grants and subsidies	9,553,259	8,107,513	8,752,071
Finance costs	97,890	86,597	89,861
Other expenses	25,753	1,109,588	1,141,066
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>14,033,450</b>	<b>13,713,804</b>	<b>14,512,983</b>
<b>Revenue</b>			
Appropriation	10,696,357	10,220,180	11,477,595
Sales of goods and services	3,444,217	3,424,059	3,545,489
Investment revenue	4,784	9,033	6,489
Retained taxes, fees and fines	2,364	2,864	3,417
Grants and contributions <sup>(a)</sup>	376,944	1,311,941	2,107,756
Acceptance by Crown Entity of employee benefits and other liabilities	29,966	53,372	49,039
Other revenue	...	25,500	...
<b>Total Revenue</b>	<b>14,554,632</b>	<b>15,046,949</b>	<b>17,189,785</b>
Gain/(loss) on disposal of non current assets	...	(2,362)	...
Other gains/(losses)	...	(800)	...
<b>Net Result</b>	<b>521,182</b>	<b>1,329,983</b>	<b>2,676,802</b>

(a) The increase in grants and contributions in the 2015-16 Revised and 2016-17 Budget primarily relates to Rebuilding NSW grants to Transport for NSW for Sydney Metro City and Southwest and B-Line.

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	460,266	495,365	311,662
Receivables	583,253	510,343	513,660
Other financial assets	119	63	63
Inventories	1,305	1,304	1,304
Assets held for sale	...	6,473	6,473
<b>Total Current Assets</b>	<b>1,044,943</b>	<b>1,013,548</b>	<b>833,162</b>
<b>Non Current Assets</b>			
Receivables	1,373,889	204,291	193,569
Other financial assets	769	564	564
Property, plant and equipment -			
Land and building	587,451	336,299	329,660
Plant and equipment	1,174,179	1,366,554	2,416,219
Infrastructure systems	3,373,476	3,264,604	4,190,633
Intangibles	668,996	738,047	855,202
Other	...	466,364	1,277,633
<b>Total Non Current Assets</b>	<b>7,178,760</b>	<b>6,376,723</b>	<b>9,263,480</b>
<b>Total Assets</b>	<b>8,223,703</b>	<b>7,390,271</b>	<b>10,096,642</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	828,354	808,205	730,283
Borrowings at amortised cost	84,499	153,894	157,777
Other financial liabilities at fair value	2,831	1,645	1,645
Provisions	412,060	300,088	318,666
Other	536	32,000	32,000
<b>Total Current Liabilities</b>	<b>1,328,280</b>	<b>1,295,832</b>	<b>1,240,371</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	1,518,400	1,261,270	1,326,668
Other financial liabilities at fair value	55	74	74
Provisions	1,361,749	204,742	194,020
Other	45	83,767	114,120
<b>Total Non Current Liabilities</b>	<b>2,880,249</b>	<b>1,549,853</b>	<b>1,634,882</b>
<b>Total Liabilities</b>	<b>4,208,529</b>	<b>2,845,685</b>	<b>2,875,253</b>
<b>Net Assets</b>	<b>4,015,174</b>	<b>4,544,586</b>	<b>7,221,389</b>
<b>Equity</b>			
Reserves	121,903	104,144	104,145
Accumulated funds	3,893,271	4,440,442	7,117,244
<b>Total Equity</b>	<b>4,015,174</b>	<b>4,544,586</b>	<b>7,221,389</b>



## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,677,519	1,801,567	1,885,685
Grants and subsidies	9,523,520	9,168,201	9,854,771
Finance costs	97,890	86,597	89,861
Other <sup>(a)</sup>	2,512,252	4,253,082	4,184,954
<b>Total Payments</b>	<b>13,811,181</b>	<b>15,309,447</b>	<b>16,015,271</b>
<b>Receipts</b>			
Appropriation	10,696,357	10,220,180	11,477,595
Sale of goods and services	3,445,390	4,512,387	3,552,983
Interest received	4,784	12,206	6,489
Grants and contributions	376,944	1,311,941	2,107,756
Other <sup>(a)</sup>	91,146	960,748	991,511
<b>Total Receipts</b>	<b>14,614,621</b>	<b>17,017,462</b>	<b>18,136,334</b>
<b>Net Cash Flows From Operating Activities</b>	<b>803,440</b>	<b>1,708,015</b>	<b>2,121,063</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	27,286	13,800
Proceeds from sale of investments	9,620	...	...
Purchases of property, plant and equipment	(874,342)	(1,528,851)	(2,227,747)
Other	(64,148)	(295,481)	(4,220)
<b>Net Cash Flows From Investing Activities</b>	<b>(928,870)</b>	<b>(1,797,046)</b>	<b>(2,218,167)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	50,256	...	...
Repayment of borrowings and advances	(147,200)	(123,402)	(86,599)
<b>Net Cash Flows From Financing Activities</b>	<b>(96,944)</b>	<b>(123,402)</b>	<b>(86,599)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(222,374)</b>	<b>(212,433)</b>	<b>(183,703)</b>
Opening Cash and Cash Equivalents	682,640	707,798	495,365
<b>Closing Cash and Cash Equivalents</b>	<b>460,266</b>	<b>495,365</b>	<b>311,662</b>
<b>Cash Flow Reconciliation</b>			
Net result	521,182	1,329,983	2,676,802
Non cash items added back	297,044	338,547	323,411
Change in operating assets and liabilities	(14,786)	39,485	(879,150)
<b>Net Cash Flows From Operating Activities</b>	<b>803,440</b>	<b>1,708,015</b>	<b>2,121,063</b>

(a) Other payments and receipts in 2015-16 and 2016-17 Budget have been updated to include increased GST on expenses and revenues primarily due to Transport Asset Holding Entity revenues and expenses.

# Roads and Maritime Services

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## Service Group Statements

### Asset Maintenance

**Service description:** This service group covers work performed on physical assets to address defects and deterioration in their condition, and replacement at the end of their useful life to ensure operational capacity.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
<b>Employees: <sup>(a)</sup></b>	FTE	2,572	2,423	2,360	2,375	2,441
				—————2015-16—————		
				Budget	Revised	2016-17
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				891,664	936,970	913,497
Total expenses include the following:						
Employee related				243,796	244,023	244,263
Other operating expenses				419,712	422,891	445,691
Grants and subsidies <sup>(b)</sup>				228,156	270,056	223,543
<hr/>						
Capital Expenditure				581,604	553,113	616,664

(a) The increase in employee FTEs towards 2016-17 is to support expanded maintenance functions that will be managed within existing budget limits. There have also been minor redistributions in the 2015-16 Forecast FTEs.

(b) The increase in grants and subsidies in 2015-16 was for allocations to local governments for natural disaster road repair works.

## Services and Operations

**Service description:** This service group covers work performed in operating and utilising the transport network and fleet to provide the required services to customers.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
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### Service measures:

<b>Employees:</b> <sup>(a)</sup>	FTE	3,384	3,076	2,516	2,582	2,622
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		2015-16		2016-17
		Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses <sup>(b)</sup>		2,875,010	3,045,153	3,004,856
Total expenses include the following:				
Employee related		270,910	302,370	269,986
Other operating expenses		548,438	608,093	547,906
Grants and subsidies		142,982	192,457	184,921

Capital Expenditure <sup>(c)</sup>		98,829	146,377	84,067
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- (a) The increase in employee FTEs towards 2016-17 is to support expanded regulatory and asset management functions that will be managed within existing budget limits. There have also been minor redistributions in the 2015-16 Forecast FTEs.
- (b) The increase in expenses in 2015-16 was due to employee redundancy costs, higher M5 cashback claims, additional services for the National Heavy Vehicle Regulator, revised depreciation and amortisation and local government asset transfers.
- (c) The increase in capital expenditure in 2015-16 was due to additional Enterprise Resource Program works funded from higher than expected asset sales, Weight Tax allocations and sales of goods and services.

## Growth and Improvement

**Service description:** This service group covers the expansion of the asset portfolio to meet improved standards and/or enhanced system capability.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
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### Service measures:

<b>Employees:</b> <sup>(a)</sup>	FTE	559	553	570	848	1,102
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		2015-16		2016-17
		Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses <sup>(b)</sup>		106,394	118,112	67,190
Total expenses include the following:				
Employee related		15,398	17,479	15,348
Other operating expenses		56,856	78,493	36,209
Grants and subsidies		34,140	22,140	15,633

Capital Expenditure		4,028,746	3,924,927	4,238,165
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(a) The increase in employee FTEs towards 2016-17 is to support the expanded capital works program and progressing the Government's Rebuilding NSW commitments.

(b) The split between recurrent and capitalised expenditure varies between years and depends on the project development life-cycles. There are reclassifications between recurrent and capital expenditure depending on the progress and stage of project development.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	530,104	563,872	529,597
Other operating expenses	1,025,006	1,109,477	1,029,806
Depreciation and amortisation	1,878,294	1,909,166	1,970,919
Grants and subsidies	405,278	484,653	424,097
Finance costs	34,386	33,067	31,124
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>3,873,068</b>	<b>4,100,235</b>	<b>3,985,543</b>
<b>Revenue</b>			
Sales of goods and services	501,245	547,281	500,751
Investment revenue	5,815	13,260	15,483
Retained taxes, fees and fines	51,382	51,382	52,623
Grants and contributions	6,310,176	5,936,729	6,306,260
Acceptance by Crown Entity of employee benefits and other liabilities	...	21,312	16,724
Other revenue	283,358	389,012	345,119
<b>Total Revenue</b>	<b>7,151,976</b>	<b>6,958,976</b>	<b>7,236,960</b>
Gain/(loss) on disposal of non current assets	(62)	(1,765)	(62)
Other gains/(losses) <sup>(a)</sup>	(97,175)	(263,378)	(918,161)
<b>Net Result</b>	<b>3,181,671</b>	<b>2,593,598</b>	<b>2,333,194</b>

(a) The increase in 2015-16 and 2016-17 is due to accounting valuation adjustments when properties acquired for WestConnex are revalued for road purposes when construction commences.

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	410,449	413,243	304,486
Receivables	240,595	258,398	256,504
Other financial assets	54,977	97,204	99,634
Inventories	10,354	6,910	6,910
Assets held for sale	5,228	4,866	4,866
<b>Total Current Assets</b>	<b>721,603</b>	<b>780,621</b>	<b>672,400</b>
<b>Non Current Assets</b>			
Receivables	779,372	108,001	360,001
Other financial assets	146,583	372,829	397,381
Property, plant and equipment -			
Land and building	3,794,426	3,408,762	2,863,804
Plant and equipment	108,923	108,102	107,582
Infrastructure systems	77,397,332	78,360,112	83,499,625
Intangibles	191,644	161,906	167,518
Other	1,605,367	1,589,358	1,823,007
<b>Total Non Current Assets</b>	<b>84,023,647</b>	<b>84,109,070</b>	<b>89,218,918</b>
<b>Total Assets</b>	<b>84,745,250</b>	<b>84,889,691</b>	<b>89,891,318</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,146,467	877,685	940,454
Borrowings at amortised cost	42,488	43,418	37,685
Provisions	8,157	4,825	4,825
Other	175,997	245,849	246,849
<b>Total Current Liabilities</b>	<b>1,373,109</b>	<b>1,171,777</b>	<b>1,229,813</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	366,265	367,608	327,709
Provisions	16,885	14,986	14,986
Other	1,906,197	684,977	670,794
<b>Total Non Current Liabilities</b>	<b>2,289,347</b>	<b>1,067,571</b>	<b>1,013,489</b>
<b>Total Liabilities</b>	<b>3,662,456</b>	<b>2,239,348</b>	<b>2,243,302</b>
<b>Net Assets</b>	<b>81,082,794</b>	<b>82,650,343</b>	<b>87,648,016</b>
<b>Equity</b>			
Reserves	13,031,710	13,847,189	16,511,668
Accumulated funds	68,051,084	68,803,154	71,136,348
<b>Total Equity</b>	<b>81,082,794</b>	<b>82,650,343</b>	<b>87,648,016</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	517,001	542,560	512,873
Grants and subsidies	335,577	394,226	353,275
Finance costs	34,389	33,065	31,124
Other	1,710,721	1,913,439	1,736,742
<b>Total Payments</b>	<b>2,597,688</b>	<b>2,883,290</b>	<b>2,634,014</b>
<b>Receipts</b>			
Sale of goods and services	468,421	530,896	463,184
Interest received	6,015	4,202	5,621
Grants and contributions	6,263,950	5,888,408	6,268,442
Other	519,486	914,752	714,469
<b>Total Receipts</b>	<b>7,257,872</b>	<b>7,338,258</b>	<b>7,451,716</b>
<b>Net Cash Flows From Operating Activities</b>	<b>4,660,184</b>	<b>4,454,968</b>	<b>4,817,702</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	26,130	57,373	26,130
Purchases of property, plant and equipment	(4,599,179)	(4,549,241)	(4,885,835)
Other	(20,000)	(45,730)	(18,692)
<b>Net Cash Flows From Investing Activities</b>	<b>(4,593,049)</b>	<b>(4,537,598)</b>	<b>(4,878,397)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(39,902)	(38,423)	(45,632)
<b>Net Cash Flows From Financing Activities</b>	<b>(39,902)</b>	<b>(38,423)</b>	<b>(45,632)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>27,233</b>	<b>(121,053)</b>	<b>(106,327)</b>
Opening Cash and Cash Equivalents	383,216	567,903	413,243
Reclassification of Cash Equivalents	...	(33,607)	(2,430)
<b>Closing Cash and Cash Equivalents</b>	<b>410,449</b>	<b>413,243</b>	<b>304,486</b>
<b>Cash Flow Reconciliation</b>			
Net result	3,181,671	2,593,598	2,333,194
Non cash items added back	1,521,214	1,677,460	2,425,419
Change in operating assets and liabilities	(42,701)	183,910	59,089
<b>Net Cash Flows From Operating Activities</b>	<b>4,660,184</b>	<b>4,454,968</b>	<b>4,817,702</b>

# Independent Transport Safety Regulator

## Service Group Statements

### Rail Safety Regulation

**Service description:** This service group covers the provision of the following services as the NSW Branch of the Office of the National Rail Safety Regulator: rail operator accreditation processing; rail safety legislation monitoring and enforcement; risk-based auditing, compliance inspections and investigations; compliance monitoring of recommendations from independent investigations; and promotion of rail safety improvement practices to industry.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Compliance activities completed (audits, inspections, investigations) <sup>(a)</sup>	no.	149	188	n.a.	146	n.a.
Statutory notices issued (Prohibition, Improvement, Penalty, Notice to Produce)	no.	140	100	n.a.	86	n.a.
<b>Employees:</b>	FTE	67	61	61	58	58
				2015-16		
				Budget \$000	Revised \$000	2016-17 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(b)</sup>				16,862	13,829	14,409
Total expenses include the following:						
Employee related				13,549	11,342	11,623
Other operating expenses				2,708	2,366	2,663
Other expenses				454	47	48
Capital Expenditure				499	...	50

(a) Future data cannot be forecast due to the nature of the regulatory function.

(b) Work has commenced to transition the rail safety function of the Independent Transport Safety Regulator (ITSR) to the Office of the National Rail Safety Regulator. This is reflected in the reduction in ITSR's corporate overhead costs for 2015-16 and 2016-17. The Office of the National Rail Safety Regulator is separately funded through accreditation fees collected from rail operators in New South Wales.



## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	13,549	11,342	11,623
Other operating expenses	2,708	2,366	2,663
Depreciation and amortisation	151	74	75
Other expenses	454	47	48
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>16,862</b>	<b>13,829</b>	<b>14,409</b>
<b>Revenue</b>			
Sales of goods and services	48	170	170
Grants and contributions	13,767	13,431	13,767
Acceptance by Crown Entity of employee benefits and other liabilities	849	593	607
<b>Total Revenue</b>	<b>14,664</b>	<b>14,194</b>	<b>14,544</b>
<b>Net Result</b>	<b>(2,198)</b>	<b>365</b>	<b>135</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	6,487	9,984	9,944
Receivables	189	139	139
<b>Total Current Assets</b>	<b>6,676</b>	<b>10,123</b>	<b>10,083</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	18	17	...
Plant and equipment	71	57	56
Intangibles	423	23	16
<b>Total Non Current Assets</b>	<b>512</b>	<b>97</b>	<b>72</b>
<b>Total Assets</b>	<b>7,188</b>	<b>10,220</b>	<b>10,155</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	636	598	398
Provisions	1,739	1,312	1,312
<b>Total Current Liabilities</b>	<b>2,375</b>	<b>1,910</b>	<b>1,710</b>
<b>Non Current Liabilities</b>			
Provisions	281	278	278
<b>Total Non Current Liabilities</b>	<b>281</b>	<b>278</b>	<b>278</b>
<b>Total Liabilities</b>	<b>2,656</b>	<b>2,188</b>	<b>1,988</b>
<b>Net Assets</b>	<b>4,532</b>	<b>8,032</b>	<b>8,167</b>
<b>Equity</b>			
Accumulated funds	4,532	8,032	8,167
<b>Total Equity</b>	<b>4,532</b>	<b>8,032</b>	<b>8,167</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	12,526	10,852	11,016
Other	3,541	2,477	3,211
<b>Total Payments</b>	<b>16,067</b>	<b>13,329</b>	<b>14,227</b>
<b>Receipts</b>			
Sale of goods and services	48	170	170
Interest received	96	83	...
Grants and contributions	13,767	13,431	13,767
Other	501	307	300
<b>Total Receipts</b>	<b>14,412</b>	<b>13,991</b>	<b>14,237</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(1,655)</b>	<b>662</b>	<b>10</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(49)	...	(50)
Other	(450)	...	...
<b>Net Cash Flows From Investing Activities</b>	<b>(499)</b>	<b>...</b>	<b>(50)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(2,154)</b>	<b>662</b>	<b>(40)</b>
Opening Cash and Cash Equivalents	8,641	9,322	9,984
<b>Closing Cash and Cash Equivalents</b>	<b>6,487</b>	<b>9,984</b>	<b>9,944</b>
<b>Cash Flow Reconciliation</b>			
Net result	(2,198)	365	135
Non cash items added back	151	74	75
Change in operating assets and liabilities	392	223	(200)
<b>Net Cash Flows From Operating Activities</b>	<b>(1,655)</b>	<b>662</b>	<b>10</b>

# Office of Transport Safety Investigations

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## Service Group Statements

### Investigation and Risk Mitigation Analysis

**Service description:** This service group covers the mandated function of independently investigating safety incidents in public transport and rail freight.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
Notifiable incidents reported	no.	618	634	620	678	670
Notifiable rail incidents reported to Australian Transport Safety Bureau	no.	96	100	120	103	120
Incident investigations conducted	no.	16	18	15	20	25
Confidential Safety Information and Reporting Scheme investigations conducted	no.	11	8	10	18	25
<b>Employees:</b>	FTE	11	11	11	11	11
				<hr/> 2015-16		2016-17
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				2,635	2,504	2,511
Total expenses include the following:						
Employee related				1,863	1,863	1,908
Other operating expenses				732	604	563
Other expenses				20	20	20
Capital Expenditure				20	22	20

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,863	1,863	1,908
Other operating expenses	732	604	563
Depreciation and amortisation	20	17	20
Other expenses	20	20	20
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>2,635</b>	<b>2,504</b>	<b>2,511</b>
<b>Revenue</b>			
Sales of goods and services	1	...	...
Grants and contributions	2,437	2,437	2,285
Acceptance by Crown Entity of employee benefits and other liabilities	101	159	163
<b>Total Revenue</b>	<b>2,539</b>	<b>2,596</b>	<b>2,448</b>
<b>Net Result</b>	<b>(96)</b>	<b>92</b>	<b>(63)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	60	354	51
Receivables	76	90	90
<b>Total Current Assets</b>	<b>136</b>	<b>444</b>	<b>141</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	5	5	...
Plant and equipment	40	42	47
<b>Total Non Current Assets</b>	<b>45</b>	<b>47</b>	<b>47</b>
<b>Total Assets</b>	<b>181</b>	<b>491</b>	<b>188</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	79	247	47
Provisions	429	278	238
<b>Total Current Liabilities</b>	<b>508</b>	<b>525</b>	<b>285</b>
<b>Non Current Liabilities</b>			
Provisions	89	87	87
<b>Total Non Current Liabilities</b>	<b>89</b>	<b>87</b>	<b>87</b>
<b>Total Liabilities</b>	<b>597</b>	<b>612</b>	<b>372</b>
<b>Net Assets</b>	<b>(416)</b>	<b>(121)</b>	<b>(184)</b>
<b>Equity</b>			
Accumulated funds	(416)	(121)	(184)
<b>Total Equity</b>	<b>(416)</b>	<b>(121)</b>	<b>(184)</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,641	1,730	1,785
Other	830	538	843
<b>Total Payments</b>	<b>2,471</b>	<b>2,268</b>	<b>2,628</b>
<b>Receipts</b>			
Sale of goods and services	1	...	...
Interest received	2	4	...
Grants and contributions	2,437	2,437	2,285
Other	9	(15)	60
<b>Total Receipts</b>	<b>2,449</b>	<b>2,426</b>	<b>2,345</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(22)</b>	<b>158</b>	<b>(283)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(20)	(22)	(20)
<b>Net Cash Flows From Investing Activities</b>	<b>(20)</b>	<b>(22)</b>	<b>(20)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(42)</b>	<b>136</b>	<b>(303)</b>
Opening Cash and Cash Equivalents	102	218	354
<b>Closing Cash and Cash Equivalents</b>	<b>60</b>	<b>354</b>	<b>51</b>
<b>Cash Flow Reconciliation</b>			
Net result	(96)	92	(63)
Non cash items added back	20	17	20
Change in operating assets and liabilities	54	49	(240)
<b>Net Cash Flows From Operating Activities</b>	<b>(22)</b>	<b>158</b>	<b>(283)</b>

## 11. TREASURY CLUSTER

Agency	Expenses			Capital Expenditure		
	2015-16 Revised \$m	2016-17 Budget \$m	Var. %	2015-16 Revised \$m	2016-17 Budget \$m	Var. %
<b>The Treasury</b>						
Service Group						
State Resource Management .....	116.4	132.4	13.8	18.0	36.5	103.5
Total	116.4	132.4	13.8	18.0	36.5	103.5
<b>Crown Finance Entity</b>						
Service Group						
Debt Liability Management .....	1,574.3	1,862.1	18.3	...	...	...
Superannuation Liability Management .....	2,168.6	2,027.8	(6.5)	...	...	...
Central Financial Services .....	4,050.5	4,498.1	11.1	0.5	0.5	...
Total	7,793.4	8,387.9	7.6	0.5	0.5	...
<b>Electricity Assets Ministerial Holding Corporation</b>						
Total	1.1	2.1	82.2	...	...	...
<b>Electricity Transmission Ministerial Holding Corporation <sup>(a)</sup></b>						
Total	0.2	0.2	...	...	...	...
<b>Liability Management Ministerial Corporation</b>						
Total	0.0	0.0	...	...	...	...
<b>Long Service Corporation</b>						
Total	140.4	173.5	23.6	0.8	5.5	592.4
<b>Ports Assets Ministerial Holding Corporation</b>						
Total	33.2	36.8	10.9	...	...	...

(a) The Electricity Transmission Ministerial Holding Corporation was established on 16 December 2015 in accordance with the *Electricity Networks Assets (Authorised Transactions) Act 2015*. It is in the Treasury cluster, following the long term lease of TransGrid's assets.



## Introduction

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As the Government's principal financial and economic adviser, Treasury seeks to enable the Government to deliver on its promises to the people of New South Wales that the State will always be a great place to live and work.

The Treasury cluster is the lead cluster in delivering the State Priorities to:

- maintain the State's triple-A credit rating
- deliver strong budget management ensuring expenditure growth is less than long term revenue growth.

Treasury provides leadership in financial and risk management across the public sector to strengthen State finances, place downward pressure on the cost of living and improve the State for all its citizens.

The cluster's responsibilities include:

- providing the economic and fiscal context for sound policy development and informed decision making
- managing the State's Budget and balance sheet, including the development of a new approach to balance sheet management that integrates financial and risk management
- advising on microeconomic reforms to support a strong and competitive economy
- providing fair and productive industrial relations and public sector wages policies
- leading sector-wide financial reforms and driving public sector financial accountability by promoting a contemporary legislative and policy framework
- advising on the allocation of public finances to deliver better services, including through capital recycling and investment
- assessing financial and economic risk and advising on the economic impact of policies
- providing active shareholder advice to drive and monitor improved performance of State Owned Corporations (SOCs) and other businesses
- providing a whole-of-government advisory role on commercial financing and asset management as well as commissioning and contestability
- managing portable long service schemes to the building, construction and contract cleaning industries
- leading the asset recycling activity which funds a range of infrastructure projects across the State as part of the Rebuilding NSW plan.

## Services

Treasury's key services include:

- developing and implementing the State's fiscal and revenue strategies
- managing the State Budget process and reporting on the State's finances
- developing tax, competition and regulatory policies and reforms
- monitoring agency financial management improvements and audit compliance
- active performance monitoring of SOCs and other government businesses
- providing strategic policy advice to the Government on public and private sector industrial relations issues
- monitoring agency savings targets and initiatives
- contributing to intergovernmental negotiations in the State's interests

- setting the parameters for managing the Crown Finance Entity debt portfolio, to minimise cost and risk
- delivering industrial relations information, assistance and education programs with a focus on assisting vulnerable sections of the community and enabling employers to understand and comply with their obligations
- being the principal public sector employer under the *Government Sector Employment Act 2013*
- administering portable long service schemes.

## 2016-17 Budget Highlights

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In 2016-17, the cluster's key initiatives include:

- Crown Finance Entity contributing \$1.5 billion to the State Super defined benefit scheme to meet member expenses and reduce unfunded member liabilities
- Crown Finance Entity providing \$210 million for first home owner grants and new home grants
- § Long Service Corporation collecting \$205 million in levies and investment returns to fund the building, construction and contract cleaning industries' portable long service leave schemes
- Long Service Corporation paying \$101 million in long service leave to workers in the building, construction and contract cleaning industries
- Treasury contributing \$13.9 million to progress the Financial Management Transformation program to deliver a world class financial framework and information system
- Treasury providing \$2.9 million to establish a new Commissioning and Contestability Unit in Treasury to provide the framework and specialist expertise to reform how government services are delivered.

# The Treasury

## Service Group Statements

### State Resource Management

**Service description:** This service group covers advice on economic and fiscal strategies (including industrial relations policy), advice on efficiency and effectiveness of public sector agencies, and infrastructure, asset management and procurement. It also includes budget management services, public sector management systems, and financial asset and liability management services.

	Units	2013-14 Actual	2014-15 Actual	2015-16 Forecast	2015-16 Revised	2016-17 Forecast
<b>Service measures:</b>						
State physical assets covered by a Total Asset Management Plan submission for nominated agencies	%	100	100	100	100	100
Required government businesses that have signed their: Statement of Corporate Intent	%	100	100	100	100	100
Statement of Business Intent <sup>(a)</sup>	%	42	91	100	71	100
<b>Employees:</b> <sup>(b)</sup>	FTE	463	442	541	537	580

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses	124,599	116,375	132,431
Total expenses include the following:			
Employee related	84,516	76,061	88,083
Other operating expenses	36,949	36,770	37,776
Grants and subsidies	169	169	169
Capital Expenditure	46,805	17,955	36,535

(a) In 2015-16, a number of Statements of Business Intent (SBIs) will not be finalised due to a government strategic review.

(b) The increase in FTEs from 2015-16 Revised to 2016-17 Forecast relates to backfilling vacancies previously occupied by contractors as well as the establishment of a Commissioning Unit and Financial Risk Management Team.

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	84,516	76,061	88,083
Other operating expenses	36,949	36,770	37,776
Depreciation and amortisation	2,875	3,307	6,331
Grants and subsidies	169	169	169
Finance costs	90	68	72
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>124,599</b>	<b>116,375</b>	<b>132,431</b>
<b>Revenue</b>			
Appropriation	152,499	111,149	144,191
Sales of goods and services	17,022	17,081	18,189
Acceptance by Crown Entity of employee benefits and other liabilities	1,552	3,098	1,882
Other revenue	...	154	...
<b>Total Revenue</b>	<b>171,073</b>	<b>131,482</b>	<b>164,262</b>
Gain/(loss) on disposal of non current assets	...	(6)	...
<b>Net Result</b>	<b>46,474</b>	<b>15,101</b>	<b>31,831</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	5,113	5,762	3,248
Receivables	5,047	7,619	7,539
<b>Total Current Assets</b>	<b>10,160</b>	<b>13,381</b>	<b>10,787</b>
<b>Non Current Assets</b>			
Receivables	6,452	6,449	6,657
Property, plant and equipment - Plant and equipment	18,554	18,587	16,199
Intangibles	51,789	22,968	55,560
<b>Total Non Current Assets</b>	<b>76,795</b>	<b>48,004</b>	<b>78,416</b>
<b>Total Assets</b>	<b>86,955</b>	<b>61,385</b>	<b>89,203</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	4,164	5,245	5,396
Provisions	10,134	14,864	10,900
Other	1,552	1,383	1,383
<b>Total Current Liabilities</b>	<b>15,850</b>	<b>21,492</b>	<b>17,679</b>
<b>Non Current Liabilities</b>			
Provisions	8,854	9,107	9,575
Other	11,574	14,462	13,794
<b>Total Non Current Liabilities</b>	<b>20,428</b>	<b>23,569</b>	<b>23,369</b>
<b>Total Liabilities</b>	<b>36,278</b>	<b>45,061</b>	<b>41,048</b>
<b>Net Assets</b>	<b>50,677</b>	<b>16,324</b>	<b>48,155</b>
<b>Equity</b>			
Accumulated funds	50,677	16,324	48,155
<b>Total Equity</b>	<b>50,677</b>	<b>16,324</b>	<b>48,155</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	84,176	73,246	89,754
Grants and subsidies	169	169	169
Other	42,043	40,900	42,419
<b>Total Payments</b>	<b>126,388</b>	<b>114,315</b>	<b>132,342</b>
<b>Receipts</b>			
Appropriation	152,499	111,149	144,191
Sale of goods and services	16,794	17,102	17,981
Interest received	315	312	...
Other	4,102	3,879	4,191
<b>Total Receipts</b>	<b>173,710</b>	<b>132,442</b>	<b>166,363</b>
<b>Net Cash Flows From Operating Activities</b>	<b>47,322</b>	<b>18,127</b>	<b>34,021</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(454)	(333)	(555)
Other	(46,351)	(17,622)	(35,980)
<b>Net Cash Flows From Investing Activities</b>	<b>(46,805)</b>	<b>(17,955)</b>	<b>(36,535)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>517</b>	<b>172</b>	<b>(2,514)</b>
Opening Cash and Cash Equivalents	4,596	5,590	5,762
<b>Closing Cash and Cash Equivalents</b>	<b>5,113</b>	<b>5,762</b>	<b>3,248</b>
<b>Cash Flow Reconciliation</b>			
Net result	46,474	15,101	31,831
Non cash items added back	2,875	3,307	6,331
Change in operating assets and liabilities	(2,027)	(281)	(4,141)
<b>Net Cash Flows From Operating Activities</b>	<b>47,322</b>	<b>18,127</b>	<b>34,021</b>

# Crown Finance Entity

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## Service Group Statements

### Debt Liability Management

**Service description:** This service group covers the management of the Crown debt portfolio and the Treasury Banking System, which are managed in conjunction with NSW Treasury Corporation, to minimise the market value of debt within specified risk constraints, minimising the cost of debt and maximising investment returns.

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	2015-16		2016-17
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	1,552,717	1,574,305	1,862,087
Other expenses	5,874	5,874	6,044

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## Superannuation Liability Management

**Service description:** This service group covers the management of unfunded superannuation liabilities of NSW public sector defined benefit superannuation schemes in line with the Government's long-term funding plan.

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	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	2,111,879	2,168,649	2,027,771
Total expenses include the following:			
Employee related	2,093,134	2,149,904	2,008,100
Grants and subsidies	18,745	18,745	19,671

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## Central Financial Services

**Service description:** This service group covers the periodic payments made to meet agency long service leave, the cost of redundancies, grants under the First Home Owners Grant Scheme and GST administration costs payable to the Australian Taxation Office. It also includes grant payments from Restart NSW to State and Local government to fund infrastructure investment.

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	2,232,724	4,050,453	4,498,088
Total expenses include the following:			
Employee related	791,442	1,761,702	739,129
Other operating expenses	40,128	65,615	263,177
Grants and subsidies	992,532	1,902,660	3,093,621
Other expenses	358,415	270,196	351,260
Capital Expenditure	500	500	500

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	2,884,576	3,911,606	2,747,229
Other operating expenses	40,128	65,615	263,177
Grants and subsidies	1,011,277	1,921,405	3,113,292
Finance costs	1,597,050	1,618,711	1,906,944
Other expenses	364,289	276,070	357,304
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,897,320</b>	<b>7,793,407</b>	<b>8,387,946</b>
<b>Revenue</b>			
Appropriation	7,555,944	8,166,681	10,477,737
Transfers to the Crown Entity	(4,324,940)	4,114,822	(11,259,916)
Sales of goods and services	9,900	7,500	9,800
Investment revenue	459,626	621,640	778,458
Grants and contributions	...	205,586	...
Other revenue	173,644	75,815	62,784
<b>Total Revenue</b>	<b>3,874,174</b>	<b>13,192,044</b>	<b>68,863</b>
Other gains/(losses)	(14,357)	(12,228)	(6,590)
<b>Net Result</b>	<b>(2,037,503)</b>	<b>5,386,409</b>	<b>(8,325,673)</b>

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	7,455,558	13,297,734	4,472,080
Receivables	34,156	31,242	30,620
Other financial assets	4,495,360	9,582,052	11,031,659
<b>Total Current Assets</b>	<b>11,985,074</b>	<b>22,911,028</b>	<b>15,534,359</b>
<b>Non Current Assets</b>			
Receivables	3,748	4,784	...
Other financial assets	3,901,325	8,621,201	6,264,528
Property, plant and equipment - Intangibles	1,000	500	1,000
<b>Total Non Current Assets</b>	<b>3,906,073</b>	<b>8,626,485</b>	<b>6,265,528</b>
<b>Total Assets</b>	<b>15,891,147</b>	<b>31,537,513</b>	<b>21,799,887</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	515,598	511,069	496,156
Borrowings at amortised cost	725,758	1,248,970	1,721,654
Provisions	8,249,237	9,472,755	9,355,391
Other	120,639	100,350	94,519
<b>Total Current Liabilities</b>	<b>9,611,232</b>	<b>11,333,144</b>	<b>11,667,720</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	27,139,407	26,420,366	27,445,523
Provisions	48,150,961	63,014,883	55,078,265
Other	65,822	135,301	128,003
<b>Total Non Current Liabilities</b>	<b>75,356,190</b>	<b>89,570,550</b>	<b>82,651,791</b>
<b>Total Liabilities</b>	<b>84,967,422</b>	<b>100,903,694</b>	<b>94,319,511</b>
<b>Net Assets</b>	<b>(69,076,275)</b>	<b>(69,366,181)</b>	<b>(72,519,624)</b>
<b>Equity</b>			
Reserves	1,934,812	2,828,332	2,828,332
Accumulated funds	(71,011,087)	(72,194,513)	(75,347,956)
<b>Total Equity</b>	<b>(69,076,275)</b>	<b>(69,366,181)</b>	<b>(72,519,624)</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	2,231,002	2,209,713	2,472,069
Grants and subsidies	1,011,277	1,921,405	3,113,292
Finance costs	1,431,825	1,483,324	1,350,083
Other	517,341	465,460	833,911
<b>Total Payments</b>	<b>5,191,445</b>	<b>6,079,902</b>	<b>7,769,355</b>
<b>Receipts</b>			
Appropriation	7,555,944	8,166,681	10,477,737
Sale of goods and services	...	3,275	8
Interest received	420,651	587,344	745,833
Retained taxes, fees and fines	95,000	...	...
Grants and contributions	20	205,606	20
Cash transfers to the Crown Entity	(4,324,940)	4,055,023	(11,259,916)
Other	4,985	94,444	84,908
<b>Total Receipts</b>	<b>3,751,660</b>	<b>13,112,373</b>	<b>48,590</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(1,439,785)</b>	<b>7,032,471</b>	<b>(7,720,765)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	61	18,850,069	9,125,170
Advance repayments received	196,334	196,414	497,297
Purchases of investments	(1,550,020)	(23,174,843)	(8,379,668)
Advances made	(248,052)	(215,741)	(326,612)
Other	(500)	213,374	(500)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,602,177)</b>	<b>(4,130,727)</b>	<b>915,687</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	247,496	88,845	1,097,340
Repayment of borrowings and advances	(81,357)	(69,726)	(93,087)
Other	(2,732,987)	(3,252,855)	(3,024,829)
<b>Net Cash Flows From Financing Activities</b>	<b>(2,566,848)</b>	<b>(3,233,736)</b>	<b>(2,020,576)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(5,608,810)</b>	<b>(331,992)</b>	<b>(8,825,654)</b>
Opening Cash and Cash Equivalents	13,064,368	13,629,726	13,297,734
<b>Closing Cash and Cash Equivalents</b>	<b>7,455,558</b>	<b>13,297,734</b>	<b>4,472,080</b>
<b>Cash Flow Reconciliation</b>			
Net result	(2,037,503)	5,386,409	(8,325,673)
Non cash items added back	100,597	100,438	484,467
Change in operating assets and liabilities	497,121	1,545,624	120,441
<b>Net Cash Flows From Operating Activities</b>	<b>(1,439,785)</b>	<b>7,032,471</b>	<b>(7,720,765)</b>

# Electricity Assets Ministerial Holding Corporation

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## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses <sup>(a)</sup>	293	(655)	201
Finance costs	1,939	1,790	1,867
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>2,232</b>	<b>1,135</b>	<b>2,068</b>
<b>Revenue</b>			
Investment revenue	4,459	1,500	1,295
Other revenue	225	329	430
<b>Total Revenue</b>	<b>4,684</b>	<b>1,829</b>	<b>1,725</b>
<b>Net Result</b>	<b>2,452</b>	<b>694</b>	<b>(343)</b>

(a) The net negative expense represents favourable claims experiences based on lower than expected claims paid, as identified by actuarial valuation.

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,000	77,065	75,023
Receivables	168	36	35
<b>Total Current Assets</b>	<b>4,168</b>	<b>77,101</b>	<b>75,058</b>
<b>Non Current Assets</b>			
Receivables	261	364	347
Other financial assets	71,454	...	...
<b>Total Non Current Assets</b>	<b>71,715</b>	<b>364</b>	<b>347</b>
<b>Total Assets</b>	<b>75,883</b>	<b>77,465</b>	<b>75,405</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Provisions	3,182	3,517	3,365
<b>Total Current Liabilities</b>	<b>3,182</b>	<b>3,517</b>	<b>3,365</b>
<b>Non Current Liabilities</b>			
Provisions	37,898	41,556	39,991
<b>Total Non Current Liabilities</b>	<b>37,898</b>	<b>41,556</b>	<b>39,991</b>
<b>Total Liabilities</b>	<b>41,080</b>	<b>45,073</b>	<b>43,356</b>
<b>Net Assets</b>	<b>34,803</b>	<b>32,392</b>	<b>32,049</b>
<b>Equity</b>			
Accumulated funds	34,803	32,392	32,049
<b>Total Equity</b>	<b>34,803</b>	<b>32,392</b>	<b>32,049</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	96	263	140
Other	3,956	4,612	4,075
<b>Total Payments</b>	<b>4,052</b>	<b>4,875</b>	<b>4,215</b>
<b>Receipts</b>			
Interest received	2,559	1,500	1,295
Other	382	2,167	878
<b>Total Receipts</b>	<b>2,941</b>	<b>3,667</b>	<b>2,173</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(1,111)</b>	<b>(1,208)</b>	<b>(2,042)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	4,000	...	...
Purchases of investments	(2,889)	...	...
Other	...	3,602	...
<b>Net Cash Flows From Investing Activities</b>	<b>1,111</b>	<b>3,602</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>2,394</b>	<b>(2,042)</b>
Opening Cash and Cash Equivalents	4,000	74,671	77,065
<b>Closing Cash and Cash Equivalents</b>	<b>4,000</b>	<b>77,065</b>	<b>75,023</b>
<b>Cash Flow Reconciliation</b>			
Net result	2,452	694	(343)
Non cash items added back	(1,900)	...	...
Change in operating assets and liabilities	(1,663)	(1,902)	(1,699)
<b>Net Cash Flows From Operating Activities</b>	<b>(1,111)</b>	<b>(1,208)</b>	<b>(2,042)</b>

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	...	160	160
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	<b>160</b>	<b>160</b>
<b>Revenue</b>			
Investment revenue	...	446	582
<b>Total Revenue</b>	...	<b>446</b>	<b>582</b>
Gain/(loss) on disposal of non current assets	...	1,185	...
<b>Net Result</b>	...	<b>1,471</b>	<b>422</b>

(a) The Electricity Transmission Ministerial Holding Corporation was established on 16 December 2015 in accordance with the *Electricity Networks Assets (Authorised Transactions) Act 2015*. It is in the Treasury cluster, following the long-term lease of TransGrid's assets.



## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	140,689	140,529
Other	...	665	665
<b>Total Current Assets</b>	...	<b>141,354</b>	<b>141,194</b>
<b>Non Current Assets</b>			
Receivables	...	8,757	9,339
Other	...	7,479	7,479
<b>Total Non Current Assets</b>	...	<b>16,236</b>	<b>16,818</b>
<b>Total Assets</b>	...	<b>157,590</b>	<b>158,012</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	160	160
Provisions	...	881	881
Other	...	54	54
<b>Total Current Liabilities</b>	...	<b>1,095</b>	<b>1,095</b>
<b>Non Current Liabilities</b>			
Provisions	...	191,015	191,015
<b>Total Non Current Liabilities</b>	...	<b>191,015</b>	<b>191,015</b>
<b>Total Liabilities</b>	...	<b>192,110</b>	<b>192,110</b>
<b>Net Assets</b>	...	<b>(34,520)</b>	<b>(34,098)</b>
<b>Equity</b>			
Accumulated funds	...	(34,520)	(34,098)
<b>Total Equity</b>	...	<b>(34,520)</b>	<b>(34,098)</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	82,000	...
Other	...	9,534	160
<b>Total Payments</b>	...	<b>91,534</b>	<b>160</b>
<b>Receipts</b>			
Interest received	...	143	...
Other	...	133,878	...
<b>Total Receipts</b>	...	<b>134,021</b>	...
<b>Net Cash Flows From Operating Activities</b>	...	<b>42,487</b>	<b>(160)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	...	1,185	...
Other	...	97,017	...
<b>Net Cash Flows From Investing Activities</b>	...	<b>98,202</b>	...
<b>Net Increase/(Decrease) in Cash</b>	...	<b>140,689</b>	<b>(160)</b>
Opening Cash and Cash Equivalents	...	...	140,689
<b>Closing Cash and Cash Equivalents</b>	...	<b>140,689</b>	<b>140,529</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	1,471	422
Non cash items added back	...	(303)	(582)
Change in operating assets and liabilities	...	41,319	...
<b>Net Cash Flows From Operating Activities</b>	...	<b>42,487</b>	<b>(160)</b>

# Liability Management Ministerial Corporation <sup>(a)</sup>

## Financial Statements

### Operating Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses - Other operating expenses	40	20	20
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>40</b>	<b>20</b>	<b>20</b>
<b>Revenue</b>			
Investment revenue	6,220	(350)	8,152
Grants and contributions	18,745	18,745	19,671
<b>Total Revenue</b>	<b>24,965</b>	<b>18,395</b>	<b>27,823</b>
<b>Net Result</b>	<b>24,925</b>	<b>18,375</b>	<b>27,803</b>

(a) The Corporation manages the General Government Liability Management Fund established under the *General Government Liability Management Fund Act 2002*. The Corporation contributes to the long term fiscal target of eliminating total sector unfunded superannuation liabilities.

## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	10	10	10
Receivables	4	2	2
<b>Total Current Assets</b>	<b>14</b>	<b>12</b>	<b>12</b>
<b>Non Current Assets</b>			
Other financial assets	111,760	101,935	129,738
<b>Total Non Current Assets</b>	<b>111,760</b>	<b>101,935</b>	<b>129,738</b>
<b>Total Assets</b>	<b>111,774</b>	<b>101,947</b>	<b>129,750</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	40	20	20
<b>Total Current Liabilities</b>	<b>40</b>	<b>20</b>	<b>20</b>
<b>Total Liabilities</b>	<b>40</b>	<b>20</b>	<b>20</b>
<b>Net Assets</b>	<b>111,734</b>	<b>101,927</b>	<b>129,730</b>
<b>Equity</b>			
Accumulated funds	111,734	101,927	129,730
<b>Total Equity</b>	<b>111,734</b>	<b>101,927</b>	<b>129,730</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	24	25	22
<b>Total Payments</b>	<b>24</b>	<b>25</b>	<b>22</b>
<b>Receipts</b>			
Interest received	3,335	2	4,484
Grants and contributions	18,745	18,745	19,671
Other	1	3	2
<b>Total Receipts</b>	<b>22,081</b>	<b>18,750</b>	<b>24,157</b>
<b>Net Cash Flows From Operating Activities</b>	<b>22,057</b>	<b>18,725</b>	<b>24,135</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of investments	(22,072)	(18,736)	(24,135)
<b>Net Cash Flows From Investing Activities</b>	<b>(22,072)</b>	<b>(18,736)</b>	<b>(24,135)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(15)</b>	<b>(11)</b>	<b>...</b>
Opening Cash and Cash Equivalents	25	21	10
<b>Closing Cash and Cash Equivalents</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Cash Flow Reconciliation</b>			
Net result	24,925	18,375	27,803
Non cash items added back	(2,885)	351	(3,668)
Change in operating assets and liabilities	17	(1)	...
<b>Net Cash Flows From Operating Activities</b>	<b>22,057</b>	<b>18,725</b>	<b>24,135</b>

# Long Service Corporation

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## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	28	177	195
Other operating expenses	11,017	11,602	11,799
Depreciation and amortisation	165	148	175
Grants and subsidies	88,263	73,202	101,163
Finance costs	61,837	55,244	60,137
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>161,310</b>	<b>140,373</b>	<b>173,469</b>
<b>Revenue</b>			
Investment revenue	71,055	21,324	71,176
Retained taxes, fees and fines	111,610	161,108	133,518
Other revenue	92	128	102
<b>Total Revenue</b>	<b>182,757</b>	<b>182,560</b>	<b>204,796</b>
Other gains/(losses)	...	(20)	...
<b>Net Result</b>	<b>21,447</b>	<b>42,167</b>	<b>31,327</b>

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## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	45,743	86,195	41,080
Receivables	8,853	10,873	10,606
<b>Total Current Assets</b>	<b>54,596</b>	<b>97,068</b>	<b>51,686</b>
<b>Non Current Assets</b>			
Other financial assets	1,113,723	1,071,893	1,226,253
Property, plant and equipment - Plant and equipment	404	340	408
Intangibles	3,525	598	5,804
<b>Total Non Current Assets</b>	<b>1,117,652</b>	<b>1,072,831</b>	<b>1,232,465</b>
<b>Total Assets</b>	<b>1,172,248</b>	<b>1,169,899</b>	<b>1,284,151</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,505	1,666	2,483
Provisions	528,304	591,039	644,423
<b>Total Current Liabilities</b>	<b>533,809</b>	<b>592,705</b>	<b>646,906</b>
<b>Non Current Liabilities</b>			
Provisions	436,379	335,138	363,654
Other	317	6,448	6,656
<b>Total Non Current Liabilities</b>	<b>436,696</b>	<b>341,586</b>	<b>370,310</b>
<b>Total Liabilities</b>	<b>970,505</b>	<b>934,291</b>	<b>1,017,216</b>
<b>Net Assets</b>	<b>201,743</b>	<b>235,608</b>	<b>266,935</b>
<b>Equity</b>			
Accumulated funds	201,743	235,608	266,935
<b>Total Equity</b>	<b>201,743</b>	<b>235,608</b>	<b>266,935</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	28	177	195
Grants and subsidies	88,263	73,202	79,400
Other	(1,735)	13,441	12,294
<b>Total Payments</b>	<b>86,556</b>	<b>86,820</b>	<b>91,889</b>
<b>Receipts</b>			
Sale of goods and services	...	20	...
Interest received	2,043	42,284	1,546
Retained taxes, fees and fines	111,916	158,755	133,990
Other	1,236	969	1,271
<b>Total Receipts</b>	<b>115,195</b>	<b>202,028</b>	<b>136,807</b>
<b>Net Cash Flows From Operating Activities</b>	<b>28,639</b>	<b>115,208</b>	<b>44,918</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	7	7	7
Purchases of property, plant and equipment	(290)	(293)	(250)
Purchases of investments	(31,226)	(93,946)	(84,584)
Other	(2,989)	(495)	(5,206)
<b>Net Cash Flows From Investing Activities</b>	<b>(34,498)</b>	<b>(94,727)</b>	<b>(90,033)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(5,859)</b>	<b>20,481</b>	<b>(45,115)</b>
Opening Cash and Cash Equivalents	51,602	65,714	86,195
<b>Closing Cash and Cash Equivalents</b>	<b>45,743</b>	<b>86,195</b>	<b>41,080</b>
<b>Cash Flow Reconciliation</b>			
Net result	21,447	42,167	31,327
Non cash items added back	(68,969)	21,279	(69,601)
Change in operating assets and liabilities	76,161	51,762	83,192
<b>Net Cash Flows From Operating Activities</b>	<b>28,639</b>	<b>115,208</b>	<b>44,918</b>



# Ports Assets Ministerial Holding Corporation

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## Financial Statements

### Operating Statement

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	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	32,592	33,219	36,844
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>32,592</b>	<b>33,219</b>	<b>36,844</b>
<b>Revenue</b>			
Investment revenue	12,463	12,523	13,400
Grants and contributions	...	...	300
Other revenue	32,452	32,829	36,449
<b>Total Revenue</b>	<b>44,915</b>	<b>45,352</b>	<b>50,149</b>
<b>Net Result</b>	<b>12,323</b>	<b>12,133</b>	<b>13,305</b>

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## Balance Sheet

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,731	1,604	1,569
Receivables	10	42	42
<b>Total Current Assets</b>	<b>1,741</b>	<b>1,646</b>	<b>1,611</b>
<b>Non Current Assets</b>			
Receivables	189,655	189,655	202,995
<b>Total Non Current Assets</b>	<b>189,655</b>	<b>189,655</b>	<b>202,995</b>
<b>Total Assets</b>	<b>191,396</b>	<b>191,301</b>	<b>204,606</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	97	145	145
<b>Total Current Liabilities</b>	<b>97</b>	<b>145</b>	<b>145</b>
<b>Total Liabilities</b>	<b>97</b>	<b>145</b>	<b>145</b>
<b>Net Assets</b>	<b>191,299</b>	<b>191,156</b>	<b>204,461</b>
<b>Equity</b>			
Accumulated funds	191,299	191,156	204,461
<b>Total Equity</b>	<b>191,299</b>	<b>191,156</b>	<b>204,461</b>

## Cash Flow Statement

	2015-16		2016-17
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	33,450	37,371	40,713
<b>Total Payments</b>	<b>33,450</b>	<b>37,371</b>	<b>40,713</b>
<b>Receipts</b>			
Sale of goods and services	9	95	...
Interest received	...	60	60
Grants and contributions	...	...	300
Other	33,052	36,622	40,318
<b>Total Receipts</b>	<b>33,061</b>	<b>36,777</b>	<b>40,678</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(389)</b>	<b>(594)</b>	<b>(35)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(389)</b>	<b>(594)</b>	<b>(35)</b>
Opening Cash and Cash Equivalents	2,120	2,198	1,604
<b>Closing Cash and Cash Equivalents</b>	<b>1,731</b>	<b>1,604</b>	<b>1,569</b>
<b>Cash Flow Reconciliation</b>			
Net result	12,323	12,133	13,305
Non cash items added back	(12,463)	(12,463)	(13,340)
Change in operating assets and liabilities	(249)	(264)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(389)</b>	<b>(594)</b>	<b>(35)</b>

## **Advance to the Treasurer**

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Each year an amount is advanced to the Treasurer to manage expenditure contingencies and unforeseen events in the budget year.

Once allocated, expenditure is shown within the appropriate agency. As the use of Treasurer's Advance represents a transfer of spending, there is no budget impact.

In 2016-17, an amount of \$170 million has been allocated.